

SALES man- agement

THE MAGAZINE OF
MODERN MARKETING

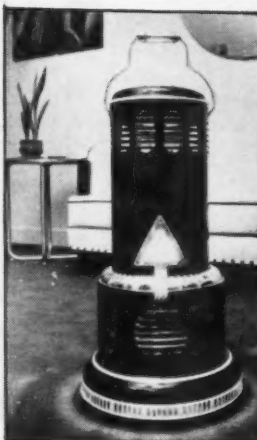
JULY 1, 1935

TWENTY CENTS

JUL 5 1935



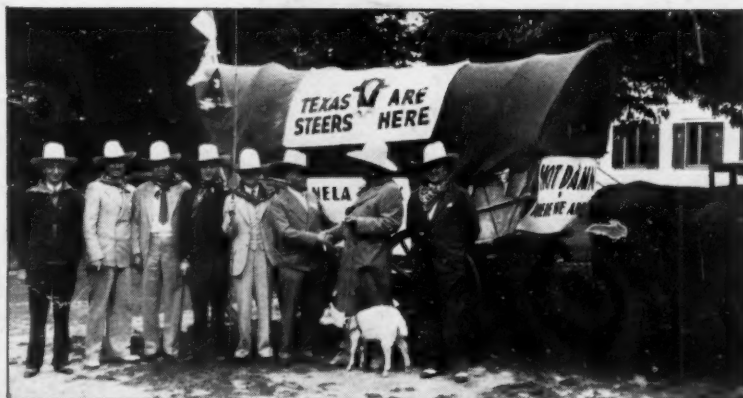
SCHOLAR-BAKERS: "The staff of life" is undergoing wondrous changes at General Mills' free school for bakers. There 500 doughboys mix apricots, peanuts, bananas and scores of other ingredients to make 60 new kinds of loaves. They learn selling, too, for GM seeks to replenish the nation's breadbasket. See page 19.



RITZY: When Autumn's chill winds begin, Perfection Stove Company, Cleveland, will light the fires of production and advertising for its modernized oil heater. Wilbur Henry Adams is the designer.



THE MAKINGS: Latest additions to Hills Brothers caravan of Dromedary fruits are ready-to-use sliced citron, lemon and orange peel. The three-ounce packages—the amount preferred for homemade pies and cakes—are wrapped in Cellophane, "guaranteed to keep fresh and tender for two years." Mixed fruits are also offered in the open-face containers.



O PIONEERS! Nela Park, Cleveland, was the camping ground for General Electric incandescent lamp salesmen's three-day convention. Though they lived in tents, wore ten-gallon hats and initiated rookies, the conventioners heard talks on such up-to-date topics as "Market Development" and "Competitive Selling." Southwestern Division Manager H. D. Puckett, from Dallas (2nd from extreme right) is greeted on arrival by Southeastern Division Manager T. W. Moore, from Atlanta.

RADIO'S WINNERS IN 1935

Nationwide "Star of Stars" poll places programs and artists on NBC first in all classifications—1,250,000 votes cast



JACK BENNY—Performers—First Place. Program: "Jello Program, Starring Jack Benny"; Sponsor: General Foods Corporation; Agency: Young & Rubicam, Inc. NBC Blue Network.



WAYNE KING—Orchestras—First Place. Program: "Lady Esther Serenade"; Sponsor: Lady Esther Company; Agency: Stack-Goble Advertising Agency. (Note: Lady Esther Company has two programs featuring Wayne King on NBC, two on CBS, weekly). NBC Red Network.

Jack Benny—Show Boat—One Man's Family—Wayne King—Amos 'n' Andy—James Wallington; these were returned the winners in Radio Guide's second annual "Star of Stars" Election poll. A total of 1,256,328 votes were cast by radio listeners, from coast to coast. Gold medals will be presented to the winners, symbolizing their pre-eminence as listener favorites in the Election's six divisions: Performer, Musical Program, Dramatic Program, Orchestra, Team and Announcer, respectively.

Every Winner an NBC Feature

Two impressive facts stand out in this year's voting: every winner of first place was a program feature heard on NBC, and every star and program indicated an evidence of listener preference for entertainment of a more solid and higher plane than ever before. An analysis of the winners and the runners-up, along with the leading contestants in each division, indicates clearly that broadcasting programs are becoming more adult, more

selective, and more genuinely entertaining. The National Broadcasting Company extends hearty congratulations to the winners in this great nationwide election.

JAMES WALLINGTON

—Announcers—First Place. NBC Blue and Red Networks.



AMOS 'n' ANDY—Teams—First Place. Sponsor: The Peppodent Company; Agency: Lord & Thomas. NBC Blue Network.



SHOWBOAT—Musical Programs—First Place. Program: "Captain Henry's Maxwell House Showboat"; Sponsor: General Foods Corporation; Agency: Benton & Bowles, Inc. NBC Red Network.



ONE MAN'S FAMILY—Dramatic Programs—First Place. Sponsor: Standard Brands, Inc.; Agency: J. Walter Thompson Company. NBC Red Network.

NATIONAL BROADCASTING COMPANY, INC.

A RADIO CORPORATION OF AMERICA SUBSIDIARY • NEW YORK • WASHINGTON • CHICAGO • SAN FRANCISCO

Do you want reprints of any of the Sales Management surveys?

THE demand for copies of the Sales Management-Market Research Corporation of America surveys has been so great as to exhaust the issues containing them. As a result we have reprinted them, and copies of all but the first are available without charge to our subscribers.

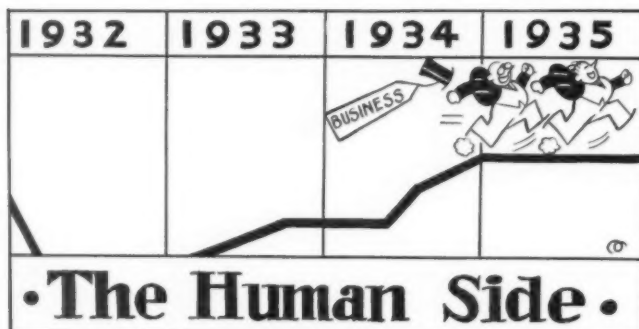
The subject matter covered in the surveys now available:

May 15: "Why Did Your Competitor Get That Last Order?"

June 1: "Survey Among 10,000 Housewives Shows Food Advertising Most Liked, Drug Advertising Most Questioned."

June 15: "10,000 Women Tell Why They Dislike Certain Advertisements."

Copies in limited quantities of any or all of these may be obtained by addressing Sales Management, 420 Lexington Avenue, New York City.



For Early Contestants, an Extra Worm

Why, says George Bijur, sales promotion manager of CBS, could not advertisers who hold contests save themselves a lot of trouble, and probably expense, by offering extra inducement to contestants who get their entries in early?

A recent contest, which CBS believes to be typical, ran about four weeks. Analysis showed total number of entries was 28,875. Of these, about three-fifths, or 16,970, were received by the time the contest closed, and 11,905, postmarked before the deadline, came afterward.

Mail for the first week ran from nothing to less than 100 daily. In the second week it climbed to a daily peak of about 550. In the third week it dropped off a bit, climbed to about 1,100, and dropped to 850. In the remaining six days to the deadline the postman brought, respectively, 1,360, 1,375, 2,050, 1,970, and 5,500.

First day after the deadline there came 1,825. The second day the mail rose to 3,200. Then down to 2,000; then up to 2,500. After that the postman relaxed. The fifth day after the deadline it was 850; the sixth about 860. The sixth and final day brought about 120.

Liquor, Stallions, Coal & Feed

Great national advertising media should be catching buck fever about now. A spectral publishing ogre looms on their horizon. "The Vernal Encyclical"—circulation 3,500, not guaranteed—is accepting national ads!

The Guild of Former Pipe Organ Pumpers (Gofpop to the initiate), having no other organ to pump, is pumping its national organ "The Vernal Encyclical," an eight-page newspaper, or something like that, "Published at Three Rivers, Mich., March 1, 1935, for the Fellow Pumpers of the Guild of Former Pipe Organ Pumpers, and here is is June 28!" according to the masthead.

V.E. is accepting national ads because Chet Shafer, grand diapason of Gofpop, needs the money. So WOR runs a \$35 space on page 1 with copy like this: "Vox Humana. Remember that soul-stirring moment when the professor pulled out Vox Humana? (This is a push-over for Chet Shafer, who has a memory like an elephant anyway.) The congregation rose, and, with one accord, gave till it hurt even your not easily offended ear. That's what happened to us. We gave them what they liked for 13 long years. Then we hit upon the idea of a planned broadcast and 50,000 watts (What's a watt? More power to you) and found we were giving them what they really wanted," and so on.

Inside, Waterman's Ideal fountain pen runs



"Pump for the Wind Is Fleeting"—Official insignia of Gofpop.

graceful copy alongside Frank Knapp's Three Rivers' ice, coal, and roofing advertisement showing a bossy cow under the head: "This Hain't No Bull!" Also, right close at hand is Fellow Pumper William H. Shumaker, owner of the Three Rivers Publishing Company, giving, in 36-point, "Another Public Notice" that the printing bill for the last preceding issue is not paid and that he doesn't intend to trust the Guild of Former Pipe Organ Pumpers any further than he can kick a steam roller.

Remington Noiseless is in there, too, pumping for business. And, on the back page, Seagram's, flanked by Fabius Farms (Located seven miles west of Three Rivers on concrete highway M-60) advertising the willing, not to say eager, services of Cla Laet, "an outstanding Percheron stallion, present weight, at 4 years, 10 months, 2,050 lbs.—Registry No. 206488. Terms: Service at farm, \$15 for standing colt, payable when colt stands, retrials no charge." Returns are not yet in for Cla Laet, but David Davies, Seagram adman, tells us he has two letters, one from South Carolina complaining because Seagram's does not advertise in that state. (It would, gladly; but the law says no.)

And in between all these ads for liquor, fountain pens, stallions, coal, feed, "whistle dusting," "bench polishing," and "vittles" runs editorial matter of strange and wondrous kinds. Editor Shafer reports that the uptown offices of the Three Rivers news bureau have moved up over the old G.A.R. Hall because the railroad tried to boost rents on the old quarters from \$2 to \$25; that "Margaret Fishback will be Mrs. Alberto G. Antolini after June 14. Salute!"; that Art Kudner, F.P. (of Erwin-Wasey), and Paul Hollister, F.P. (Macy's), didn't answer Chet's collect telegrams trying to sell them space, and more like that, "all seeking to prove the interdependence of rural and urban life."

There isn't much sense to "The Vernal Encyclical" ("Say you saw it in 'The Vernal Encyclical' even though you actually saw it in *Time* or *Saturday Evening Post*"). But there isn't much sense to The Guild of Former Pipe Organ Pumpers, either. The great international order started 10 years ago when Chet Shafer wrote a *Saturday Evening Post* article about old-time organ pumping. After that a lot of stuffed shirts like Senator Couzens, Frank Waterman, Julius Rosenwald, Benjamin Franklin Affleck, president of the Universal Atlas Cement Company, and assorted sinners of all ranks used to get together for an annual wassail. They heard a report by the Committee for the Preservation of Cast Iron Wild Life in America and other vital statistics. "Dr. Seuss," who draws bugs, regularly threw soft buns at John T. Winterich, editor of the *American Legion Monthly*.

There have been no wassails lately. Not even a wayzgoose. Times have been hard. But with the appearance of "The Vernal Encyclical" carrying national ads, Gofpop comes to life. It is an infallible sign of national industrial recovery.

Promotion of "Want"

Last March the Ralph H. Jones Company, advertising agency of Cincinnati, New York and Hartford, ran a full page advertisement over its own name in the New York *Times* and the Cincinnati *Enquirer*, headed: "Fortunately, . . . 100,000,000 People Are in Want."

It showed that, although 25,000,000 people might be bereft of their regular income, the other 100,000,000 were not only in want for automobiles, refrigerators, life insurance and other things, but were doing more this year than last to meet their wants.

A few weeks later we saw it in a Montana newspaper. Then it popped up in other places. The other day we were talking with Walter C. Krause

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyrighted and published by Sales Management, Inc., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the Act of March 3, 1879. July 1, 1935. Volume XXXVII. No. 1.

GRAIN HARVEST in Oklahoma and North Texas is adding millions to this area's Buying Power

A wheat crop exceeding expectations and an oat crop estimated at 10% above the ten year average are responsible for booming sales in Oklahoma and North Texas.

Since June 1st the wheat and oat fields of these two states have been scenes of feverish activity. Stubble fields have replaced the more than seven million acres of waving ripened grain of thirty days ago.

Part of this grain has already been marketed. More has been stored. And the income from these small grain crops will continue through the summer.

This farm income is the forerunner of millions of dollars which will pour into the pockets of Southwestern farmers as their cotton, corn, broomcorn and feed crops mature and as their livestock and poultry find their way to market. It will be further supplemented by more than \$43,115,000 in crop reduction checks to be paid these farmers in 1935.

New money is being received almost daily in Farmer-Stockman territory. It is money that will be spent. Invite a part of it your way through advertising in The Farmer-Stockman.



The FARMER-STOCKMAN

OKLAHOMA CITY, OKLAHOMA

*Thoroughly covering Oklahoma and North Texas
Now more than 225,000 circulation*

SALES management

Vol. XXXVII. No. 1

July 1, 1935

CONTENTS

Advertising

- Armour's "Meal of the Month" Whets Food and Sales Appetites 24
What Kind of Advertisements Do Women Like? 10
Part III of the third of a new series of surveys made exclusively for SALES MANAGEMENT by the Market Research Corporation of America

Dealer Relations

- Fancy Breads Jump Sales, Bakers Learn at General Mills School 19

General

- First Reports Show Many Favor National Sales Executives' Club 16
Significant Trends 7
What Does the Food and Drug Administration Expect from S-5? 32

Markets and Marketing

- Automatic Heat Wins More Homes While Anthracite Loses Tonnage 19
Evans Auto-Stop for Grade Crossings Bids for PWA Funds 18
By D. G. Baird
Sales Signposts on the Transcontinental Trail.... 20
By Walter E. Mair, Field Editor

Sales Campaigns

- Battle Looms as Counter Freezers Cut into Ice Cream Volume 12

Salesmanship

- Some Star Salesmen I Have Known 14
By Saunders Norvell
Temperature Up? Then Swap Sweat for Orders 13
By Bruce Crowell

Sales Planning

- Are Out-Moded Territories Robbing You of More Profits? 21
Part II of an article in two parts by A. R. Hahn, Managing Editor, SALES MANAGEMENT

Departments and Services

- Comment 44
Magazine and Radio Expenditures 38
Media and Agencies 34
SM's Sectional Index of General Business 30
Sales Letters 36
Snapshots 27
Talking Points 39
The Human Side 2
The Scratch-Pad 17
Tips 43

EDITORIAL STAFF: RAYMOND BILL, *Editor and Publisher*; PHILIP SALISBURY, *Executive Editor*; A. R. HAHN, *Managing Editor*; E. W. DAVIDSON, *News Editor*; M. E. SHUMAKER, *Desk Editor*; F. L. SULLIVAN, *Production Manager*.
ASSOCIATE EDITORS: JAMES R. DANIELS, LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, MAXWELL DROKE, RAY B. PRESCOTT, L. R. BOULWARE, FRANK WAGGONER.

Published by Sales Management, Inc. RAYMOND BILL, *President*; PHILIP SALISBURY, C. E. LOVEJOY, JR., M. V. REED, R. E. SMALLWOOD, *Vice-Presidents*; T. J. KELLY, *Secretary*; F. G. FRANCIS, *Treasurer*. Publication office, 420 Lexington Avenue, New York. Telephone Mohawk 4-1760. Chicago, 333 North Michigan Avenue. Telephone State 1266. Santa Barbara, California, 29 East de la Guerra. Atlanta, Georgia, 42 Peachtree Place, N. E. Subscription price, \$4.00 a year. Canada, \$6.50. Member Audit Bureau of Circulation, Associated Business Papers, Periodical Publishers Institute.

about it. Krause is vice-president and manager of the New York office of the Ralph H. Jones Company.

Combined circulation of the two papers which the company bought for the ad is about 600,000. Since then, Krause said, it has had at least three times as much circulation, free. Next month, as a cover ad in *Liberty*, it will get more than 3,600,000 again.

The moral may be that good ideas, once started, are self-propelling.

The writer of the ad, incidentally, was Walter C. Krause.

Cuticura and the Circus

Harvey A. Mayer gave us a little sales talk the other day about the Official Program of Ringling Bros. and Barnum & Bailey circus. The Official Program is a separate entity, issued yearly by Joseph Mayer Publishing Company, New York. But it is still a pretty close affiliate of the G. S. O. E.

Joseph Mayer, Harvey's father, who died last year at 71, had been with it and predecessors for 53 years. His first job was with the Bailey & Hutchinson show, before Bailey and Barnum pooled their joint talents and before the six Ringlings amounted to much at all. Shortly after that he got into the program end of it.

If advertiser loyalty means anything, the program should be a good medium. Cuticura has been in for 42 years. This, Mayer thinks, may be a record for any advertiser in any publication. The Mennen Company has been in more than 30 years; John B. Stetson Company, more than 25.

Circulation guarantee for all the 200-odd years' showing is 1,000,000. Aggregate attendance runs about 6,000,000, but since the program costs 10 cents all the circus customers don't get it. The black-and-white rate is \$2,000 a page. Last year the Mayer company introduced color pages, at \$3,000 each, and sold four of them. This year there are 12 color pages. On the whole the program's dollar revenue is about 25% larger this year.

And it reaches only people with money. It costs something to go to the circus. Besides, the advance people check up on localities pretty carefully, and the show plays only those which look good. If your town has been hit lately by a drought or a flood, the G. S. O. E. won't bother about you this year.

A Burst of Verse

Says *Time*, a magazine, in an advertisement which SM readers will recall:

The cow is untutored in market researches,
Her world is the pasture, her shelter the birches,
Confronted with tests on supply and demand,
She'll chew on her cud and just won't understand.
Although mentally slow (she is far from the quickest),
She instinctively knows . . .
And unfailingly goes
To the spot in the field where the clover is thickest.

To which *Market Research*, also a magazine, replies with the following rippling rhyme:

We admit that the cow finds the sweetest alfalfa,
But to learn how to do this she must start as a calf. Her
Bucolic career's an empirical process;
(Life's just trial and error for bossies and hosses).
Though she finally finds feed of freshness and flavor
What a lot of lost motion market research could save her!

* * *

So pause and consider, oh *Time*, in thy flight,
Is a cow an example that's fitting to cite?
Your attitude bovine we strongly deplore—
Do a first-class research job and watch your sales soar!

Life is a song as the admen thus croon, we don't know what began it, 'twas probably just June. This po'try's catching for us and for them; everyone's doing it, even SM.

Significant Trends

As seen by the Editors of Sales Management for the fortnight ending July 1, 1935:

Labor Gives Helping Hand

the old NRA in a most unexpected spirit of mutual helpfulness and understanding.

● ● ● It is not exactly news that many industrialists feel that they finally have obtained an opportunity to show what they can do in behalf of business without help or interference from the government. They believe that they cannot afford to fail in this effort, after having protested for nearly two years against what many of them regarded as unwarranted intrusion by the government into private business. With industry in its present mood, the company that dares to scrap the voluntary cooperative effort will nominate itself for general unpopularity and mistrust.

● ● ● Organized labor naturally wants to hold all of the gains it received during NRA. That is not strange or unusual. What is significant, however, are the methods chosen in various cities by labor not only to fight *against* bad practices, but actively to fight for manufacturers and retailers who are considered fair to labor.

● ● ● In Cleveland, for example, the Union Buyers Club, made up of 18,000 wives of union men, has made itself vitally concerned with the methods employed in the mercantile field that have a direct bearing on the wages and hours of the workers whose interests they have sworn to protect, as described in detail in a dispatch from our field editor on page 28. This organization gave a sound spanking to Cleveland retailers who used nationally advertised products as loss leaders following the Supreme Court decision. They warned one drug chain that if it continued to push loss leaders it would see the greatest demonstration of loss leader *buying* that had ever come to its attention. The chain continued to slash prices—and the club women descended *en masse* and bought up loss leaders and *only* loss leaders—with the result that the chain capitulated and admitted defeat.

● ● ● In St. Louis, union leaders joined with executives of nine brewing companies in running large-space copy in the three newspapers, mutually pledging themselves to maintain agreements adopted during NRA and now non-operative in a legal sense.

● ● ● In San Francisco, 7,027 firms and associations joined in a recovery move and used newspaper space to ask public support for their plan to continue NRA wage and hour schedules. They told the public, "If you believe in decent wages, decent working hours, decent trade practices, and decent advertising—in other words, if you believe in fair play—you will seek out and trade with the firms that you know are trying to live up to these practices."

● ● ● As of June 15, the New York Times' weekly index of business activity showed its fourth consecutive weekly rise, but most observers look for a letdown in the

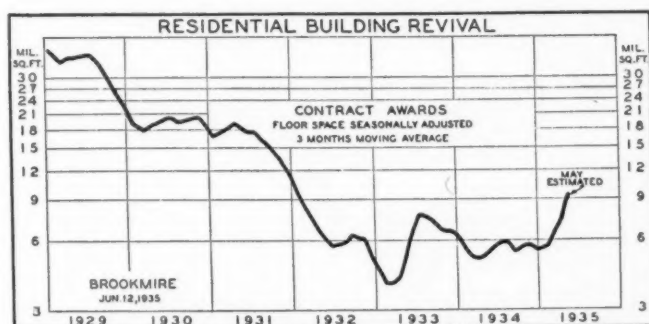
JULY 1, 1935

We may be overly optimistic — but it does seem as though management and labor are solving problems brought about by the death of

Summer to be followed by a greater than normal rise in the Fall. Components of most of the business indices show gains, but some of them are attributable to unusual conditions. Freight car loadings, for example, showed big increases during the first three weeks of June, but careful analysis of the figures shows that coal shipments made in anticipation of a strike represented the only gains over last year. Increased textile production, likewise stimulated by strike threats, accounted for a good share of the gains in electric output. Automotive production has been declining faster than retail sales, and, according to *Automotive Industries*, no sales clean-up problem is in sight. As nearly as can be determined dealers have about a five-weeks' supply of cars and trucks on hand, on the basis of current sales. Passenger car stocks are placed at not much more than 300,000 units, and truck stocks around 64,000 units. Used car stocks declined 15,000 units in May, and totaled about 400,000 units at the end of the month.

● ● ● Federal Reserve Board reports show that the national income was larger this Spring than in the Spring of any of the three preceding years, and that industrial output was 7% larger than a year ago. Employment, however, has decreased slightly in the last two months, as government spending has lessened prior to the starting of new projects under the big work relief program.

● ● ● Latest figures show that the index of employment in the durable goods group of manufacturers is 22% below the corresponding index of the non-durable group, and payrolls are 24% below. The most encouraging factor in the durable goods situation is the tremendous improvement made in production and sales of machine tools since the first of the year. Machine tool sales have always been a reliable index of forthcoming activity in durable goods.



Contract awards for residential building are currently running at more than twice the figure for the depression low made in the Spring of 1933. The Brookmire chart graphically portrays the protracted down and the current up. May contracts for residences were 80% higher than the same month last year, and registered the largest total in 43 consecutive months. . . . The demand for space has grown so greatly as to result in persistent advances in rents, and selling prices are gradually recovering from the adverse effects of forced sales. Mortgage money is again becoming available. While the vigorous rise has brought permits up to the highest point since 1931, much room for improvement exists before anything approaching normal is attained.

● ● ● The editors of *Congressional Intelligence*, in their June 22 letter, urged business men to watch for developments in Rexford Tugwell's Rural Resettlement Administration. They are important and without benefit of general publicity. Land conservation is the immediate objective. More complete utilization of the land by man is the ultimate objective. In this connection "land" means the fields and the forests, the lakes and the rivers, and the various kinds of wild life in which man is interested. There will be no immediate wholesale moving of peoples to distant places, such as the group that was taken to Alaska, nor immediate wholesale moving of industry to rural settlements, but there will be some shifting of stranded groups to the nearest places where they can support themselves. There will be purchasing of lands for parks, forests, game preservation, and for the resettlement of home sites. There will be some shifting of industry, in that some people will be encouraged to work towards the time when they can combine their labor and their skill with the natural and power resources of the country in making for themselves the things that they need to support themselves.

Income Estimate Revives Upward

a year ago, and a 30% increase over the same period in the last three years. States where they think business will be much better than average during the next six months carry the following percentage estimates: Michigan, 28%; Wisconsin, 27; Indiana, 26; Iowa, 25; Ohio, 23; California, 22; Minnesota, 21; Oregon, 21; Maryland, 20; New Jersey, 19; Rhode Island, 18; New York, 16; Washington, 15; Massachusetts, 15. Note for sales managers: The largest and most uniform gains are expected in the Great Lakes section.

● ● ● Bank debits for May, New York City excluded, were 11% higher than last year and for the June 22 week were 5% up.

● ● ● Medium priced automobiles—those selling at figures next above the cars quoted the lowest—have shown the highest increase in sales this year, with General Motors' Pontiac and Oldsmobile, and Chrysler's Dodge leading the pack in gains. Automobile men think that the large gains made by this group of cars show that the public has more money to spend for automobiles than last year, and that the development is another sign of the general progress toward normal business conditions.

● ● ● Department store earnings soared last year. Sales of 74 department stores, each doing a business of \$2,000,000 or more, gained 11.8%, but the net earnings gain of the stores increased 68%, according to findings released last week by the Harvard University Graduate School of Business Administration. Expressed in another way, the gain in earnings was less sensational, for the figure went from 1.9% in 1933 to 3.2% in 1934. Forty per cent of the firms earned a net profit, as against 27% in the previous year and only 4% in 1932.

● ● ● Dr. Paul H. Nystrom, marketing authority and president of the Limited Price Variety Stores Association, urges stores to *buy now*, saying that it will be folly for retailers to postpone their buying, or cut orders under normal requirements. He pointed out that consumer pur-

Brookmire looks for a 14% increase in income during the next six months, as compared with the same period

chasing power will be buttressed by maintenance of industrial wage levels and the beneficial effects of the President's \$4,880,000,000 work relief program, and that the crop outlook is very favorable.

Prices are not likely to recede radically, he says. In fact, in a number of lines the statistical position is strong and stiffening of quotations is already in evidence as the season advances.

● ● ● Marshall Field (wholesale) is taking its merchandise to the buyers. Currently a special Marshall Field merchandise express of 12 cars is taking a sales force and goods on a long tour through cities and towns of the Mississippi Valley. This wholesale store on wheels is a modern adaptation of the peddler's cart of old. Seats in six coaches have been removed for replacement with counters, show cases and racks of a wholesale store. Two hundred and fifty merchants inspected the store on wheels at its first stop in Peoria.

● ● ● It is estimated that of the 54,000,000 people in the country dependent on agriculture for their living—
80% have to carry water from wells;
75% have to get along with outdoor toilets;
93% have neither bathtub nor shower;
82% have to get along with kerosene or gasoline lamps;
48% heat their homes partially or entirely with fireplaces;
54% heat their homes partially or entirely with stoves;
62% have to do their laundry work outdoors.
There are at least 5,000,000 farm homes and 2,000,000 non-farm rural homes yet to be electrified.

● ● ● Dividends declared in May by 776 corporations totaled nearly \$329,000,000—an increase of 23% over disbursements last year.

Movies— An Index

The Chicago *Tribune* has made an interesting study of the average annual per capita amount spent at theatres, including movies, by states and cities. The District of Columbia leads, with an average expenditure of \$10.80, followed by New York with \$8.22; California, \$6.83; Massachusetts, \$5.97; Rhode Island, \$5.32; Connecticut, \$5.30; New Jersey, \$5.25; Illinois, \$4.90.

Leading cities in per capita expenditures at theatres are Boston, \$12.93; San Francisco, \$11.69; New York, \$11.12; Washington, \$10.80; Los Angeles, \$8.90; Chicago, \$7.76; Buffalo, \$6.18; Philadelphia, \$5.96; Cleveland, \$5.88; Louisville, \$5.65; Detroit, \$5.06; St. Louis, \$4.92; San Antonio, \$4.81; Richmond, \$4.51.

● ● ● The Nunn Bush & Weldon Shoe Company has made a noteworthy advance in employe relations by putting its 700 workers on a yearly pay basis. The security of a yearly salary, eliminating the uncertainty of wages that depend on a fluctuating production, has been fought for by many labor organizations. At Nunn Bush the idea was developed jointly by the employes shop union and the management. The philosophy behind the move, in the words of President Henry L. Nunn, is this:

"When a man doesn't know how long his job will last or how steady it will be, it is ridiculous to say that he should be loyal to the company which employs him. He is really not a part of the company and is, in fact, selling his labor for so much a piece or so much an hour."

The Nunn Bush workers now know that they will get 52 pay checks a year and, short of a business calamity, the job is secure for at least 12 months.

Reprints of Significant Trends are available at five cents each, remittance with order.

Bakers' Men: (Right) General Mills is teaching bakers how to boost sales with 160 kinds of new mixtures at its school in Minneapolis. Bananas, malted milk, cheese, peanut butter, pineapples, orange juice, among other unusual eatables, are artfully blended with flours to tempt palates. Nearly 500 student-bakers from the entire U.S. and Canada have attended the classes. Merchandising courses also help them in trying to raise the low level of flour consumption—at present 155 pounds per capita a year, as compared to 230 pounds in 1900. Story on page 19.



Light Men: (Above) Salesmen of General Electric's incandescent lamp department held their convention in tents at Camp Nela. Here's Congressman Charles A. Eaton, who addressed the meeting, talking things over with Southwestern Division Manager H. D. Puckett, who holds the camp mascot in leash.

Headline Men of a Fortnight's Sales News

Body Man: (Below) William S. McLean, advertising director for the Fisher Body Division of General Motors, looks over the 15,000 requests for reproductions of "the lady who knows her coachwork." The lady appeared in an ad in the April weekly and May monthly magazines. She is Beryl Magee, aged five. A blow-up of the photograph used to illustrate the ad hangs on the wall behind him.



Glass Man: (Above) Stanley J. McGivern, for several years sales manager of the prescription ware division, Owens-Illinois Glass Company, is moved up to manager of sales-merchandising. He will correlate the activities of O-I's advertising department, ad agency and the sales executives on related problems.



Silent Salesman: (Left) Stokely's canned foods jog the memory of housewives when they are displayed in the "Selmor" display stand. No staples or fasteners are needed in setting it up, yet a surging crowd cannot knock it over. Furthermore, says the Hinde & Dauch Paper Company, maker, grocers can set it up in less time than it takes to light a cigarette.

Manville's Man: (Right) Col. C. M. Piper succeeds J. T. Spicer as manager of Johns Manville's automotive materials department. He will oversee sales of brake linings, clutch facings, sound-deadening equipment, etc. For five years he headed a sales counsel organization for producers of auto products; before that he was with Fisk and Goodyear tires.



What Kinds of Advertisements Do Women Like?

EDITOR'S NOTE: This is the third of five articles which summarize the study made by Market Research Corporation of America, Percival White, president, Pauline Arnold, vice-president, of the advertising reactions of 10,044 typical housewives.

The study was made in 134 cities, and the housewives interviewed represent an accurate cross-section of the country—typical as to geographical location, population groups, income groups and age groups.

The opinions are summarized herewith by Philip Salisbury, executive editor of SALES MANAGEMENT.

In the July 15 issue will appear a summary of the favorable and unfavorable mentions of the advertisements on food products, food beverages, confectionery and soft drinks, soaps and cleansers, together with an index relating the number of mentions to the number of advertising dollars invested by the manufacturers.

Concluding chapters will give the same data for drugs, and cosmetics, passenger cars, tires, cigarettes and tobacco.

THE typical American housewife is not as cynical about advertisements as critics contend. She has, however, been influenced—either by them or from experience—and she by no means believes everything she reads or hears. She has an open mind. She believes that advertising can and should be helpful and educational to her, and for that reason she welcomes it and even seeks it out. But she has become sufficiently sophisticated to laugh at many advertisements.

These are a few of the conclusions to be drawn from the study of the reactions of 10,044 housewives in a person-to-person study made in 134 cities and many farming communities, and in every state in the Union, by field workers of the Market Research Corporation of America. In addition to asking the pointed question—What recent advertisements impressed you favorably—or unfavorably? (see page 678, issue of June 1, and forthcoming studies to be published July 15 and August 1), field workers prepared summaries based on the comments made by women.

Most of the field workers will agree that, while general praise of advertising greatly outweighed the criticisms, women found it easier to remember

Most mentioned by 10,000 housewives as pleasing attributes of advertising were these:

specific advertisements they disliked than the ones worthy of praise. From Little Rock, Arkansas, comes this comment: "The percentage of women who could recall a particular ad were few. Most of them said, 'Oh, that toothpaste ad that shows the debutante and the railroad engineer,' or 'that picture of cold plates.' Several women confessed that the ads were the most attractive parts of the publications they read and that they studied them more carefully than the stories and articles, yet they could not recall one single ad."

A Utica, New York, investigator says: "A shockingly small number of the respondents remember specific ads, but bright colors, particularly red, such as the big red tomato in the Campbell ad, or the elegance displayed by Lucky Strike or Fisher Bodies advertisements remain in the minds of women."

Several field workers believe that the reason women found difficulty in recalling specific advertisements which pleased them was traceable to the fact that there is so much sameness about advertising layout and copy. As a Missouri report puts it: "One of the most tiresome things on earth is to pick up a magazine and find the same old ad. True, it may get to be a household word, but household words get tiresome at times."

A Colorado investigator thinks that "the favorable impression becomes active only at the time of an actual buy-

ing situation confronting the buyer, and will then determine the choice which is made. The general absence of conscious favorable impression recall on the part of the respondents is a sad commentary on the general dullness, uniformity, and unimaginativeness of our present-day advertising."



Color: The bright and appetizing hues of food products, especially, lingered in the minds of the housewives.

The Kind of Advertising That Women Like

Comments about advertising, as shown by the reports rendered by M. R. C. A. investigators, break down into the following headings. Mentions of physical features far outnumbered the others—large space, short copy, plenty of illustrations, color, etc.:

Physical Attributes

Good display	15
Plenty of illustrations	29
Color ads	65
Short copy	17
Large space	4
Large type	4
Simplicity	10
Beauty and elegance	17

Copy Themes, Etc.

Helpful information	11
Instructions	4
Recipes	23
New ideas on uses	14
Appeal to needs	3
Appeal to desires	6
Convincing reasons why	6
Attractive people pictured	4
Entertaining	6
Humor	4
"See themselves"	1
Speak own language	3
Good news value	7
Deal with home problems	4
Strong in human interest	5
Inspiration	1
Specific	3
To the point	3
Cleverness	1
Honesty	10
Originality	5
Consistent appearance	3
Catchy phrases	3
Sincerity	2
Ads with children	12
Good value	5

These M.R.C.A.—SALES MANAGEMENT Surveys are copyrighted and may not be reproduced, in whole or in part, without permission of the editors.

Quality of product	3
Gift offers	2
Contests	3
Slogans	1
Radio advertising	9
Charm	1
Answer puzzling questions	1
Dignity	1
"Showy"	1
"Real life"	3

vertising carefully—in fact, several of them said as much—and that, in skimming through, their attention is caught and held more by colored pictures than by any other one thing."

A New York State report is even more positive: "I think the color ads are really the *only* ones that attract

ually knows what she is going after, and unless the advertisement is very attractive and out of the ordinary, it is generally passed by."

A California report emphasizes that people "use their favorite magazines or newspapers as *buying guides*. A good illustration of this is in reference to



Big Pictures: "Give us lots of pleasing big illustrations and brief copy," many women told the survey workers.



Recipes: Eternal problem to the housewife is still "what shall we have for dinner tonight?"



Babies: And animals—were mentioned time and time again in the recall of specific advertisements.



Helpfulness: Suggestions for money-saving, party-giving, menu-planning, etc., gain and hold women's attention.

Utility	2
Plausible but unique	2
"Smart"	3
Doctor's recommendation	1
Continuity of theme	22
All travel ads	2
Health appeal	5
Comfort appeal	3
Play appeal	3

The above table shows the importance of pictures—and short copy. As a Chicago field worker says: "The busy housewife likes picture advertisements. They tell her all about the product without having to read a great deal of copy." This from a Springfield, Missouri, investigator: "Advertisements must appeal to the eye. The advertisements with lovely women, beautiful table settings, healthy glowing infants, seem to be noticed more often than any others. They have little reading in them and the recommendations are told in a few words."

Advertisers may not like this comment from St. Joseph, Missouri: "They were impressed by the pictures and usually looked for these pictures in every issue of the magazine. *Sometimes they were interested in the article.*" (The italics are the editor's.)

Color received more mentions than any other factor—by a big margin, and the importance of color was emphasized by half of the investigators. From Comanche, Texas: "The women talked more about the appetizing illustrations than they did about copy or any other part of the advertisements. It is probable that housewives are too busy and too indifferent to read ad-

attention where there is not already some interest."

"Some housewives," says a Lowell, Massachusetts, report, "told me that they remembered a colored picture but soon forgot an unpainted one. It makes more of an impression too if it is a good size, not just a tiny picture." While an Iowa investigator becomes effusive: "If illustrations are effectively done in colors, the mouth fairly waters. Action is immediately stimulated to purchase the product displayed. When a favorable impression is made, when the product is later called to mind the memory immediately brings up the favorable impression formerly made."

Decatur, Illinois, women mentioned color so often that the summary expressed the thought that *all* advertisements should be in color.

Large Space Frequently Mentioned

From Hanover, Pennsylvania: "I found that ads in colors were noticed and remarked about more frequently than black-and-white ads. Large space also seems to make a more lasting impression on the readers."

The importance of display was emphasized from Jackson, Mississippi: "A small advertisement inserted now and then, or two or three cans tucked away in some corner shelf of a grocery store, will not bring results. The housewife who does the buying for the family does not go about her job in a haphazard way these days. She us-

automobiles. There have been newspaper articles and talks on new models of cars coming out (January, 1935). Now everyone is looking through magazines and newspapers to see them. Many of the ads that made a favorable impression were of products that the readers needed. *In most cases they were looking for an ad of that particular product.*"

A Coatesville, Pennsylvania, report discusses faith in advertising: "I do not believe, as many seem to today, that the public has lost confidence in advertising. If the public constantly sees an advertisement of a certain corporation or product, it begins to take notice. The individual will reason that it must be of value to some people or it would not be constantly advertised; therefore it may be of some value to me. If the commodity is as good as the advertising stated it was, another customer is made."

Lack of Exaggeration

Many reports stressed frankness, honesty, and lack of exaggeration as qualities to be desired in advertising.

A Portland, Maine, report epitomizes this feeling: "I have never noticed Campbell advertising their product as insurance to health, only as an *aid* to health. Therein lies the secret of their impression. Bigelow Weavers' advertisements are also typical of good advertising, well liked. Rugs are not jammed down one's throat (so to speak). Hawaiian pineapple, Swift's

(Continued on page 31)



Counter Freezers like this—placed “up front” where they can help attract interest—are supposed to do a good merchandising job for the owner while cutting down the cost of ice cream.

Battle Looms as Counter Freezers Cut into Ice Cream Volume

COMMERCIAL ice cream companies throughout the nation have a new competitor. The counter freezer—now about eight years old and growing—is beginning to absorb some of their business. So a battle is on, both in marketing and in the courts.

Nearly 4,000 counter freezers are now in use, each capable of making a gallon of ice cream a minute—although most of them are producing from 20 to 50 gallons a day—and sales are rising.

Leaders of the industry believe about 1,800 have been sold during the first five months of this year. Sales last year were something like 1,200 and in 1933 approximately 500.

Twenty-two manufacturers produce them. Principals of these are Mills Novelty Company, Bastian-Blessing, R. E. Gebhardt & Company, Emery-Thompson Machine & Supply Company, and the pioneer company, Taylor Freezer of Beloit, Wisconsin. Some of these leaders, notably Mills, realizing the limitations of standard supply jobbers, have turned to direct specialty selling.

Up to now the majority of counter freezers have gone into outlying soda fountain and candy store locations, not too closely watched by commercial ice cream companies; but concentrations have been sold in a few cities. Hotels and institutions also are taking this new-type ice cream machine. The market is steadily widening.

The biggest selling argument for the counter freezer is that it “saves you half the cost of your ice cream,”

and therefore runs up profits so that “you can pay for the freezer out of profits in about two years.” One freezer company tells prospects they can make for 57 cents a gallon of ice cream they now buy at 80 cents to \$1. If volume were only 50 gallons a week and average selling price were 40 cents a quart, the year’s profits should be \$2,678.

There are other advantages, too. A dealer can offer his patrons not only the standard strawberry-vanilla-chocolate-orange ice delicacies he ordinarily might buy from a commercial ice cream maker, but he also can make such succulencies as pumpkin, squash, cucumber, carrot and spinach ice creams or anything else he may be able to popularize locally.

The counter freezer of glistening stainless metal and white enamel, placed up front or even in his window, has an attention-getting value that may build business.

Moreover, it can make “home-made” ice cream, with all the supposed virtues attached to that selling phrase—ice cream whose formula the dealer can control for himself. He can make it rich and expensive for the dollar-a-quart trade, or low-cost enough to suit a clientele from down back of the gas house. Thus he can meet almost any price competition.

To simplify its use, the owner can buy “mix” from dairy companies, already correctly proportioned as to butter fat, sugar and gelatin, and flavor packaged in units to fit each size batch. Thus a child can operate the freezer, so to speak.

Commercial ice cream companies naturally offer stiff opposition to the sale of these counter freezers. State and city health authorities have heard all about the possibilities for making ice cream of doubtful quality under unsanitary conditions, in open locations such as store fronts. So bans have been laid in some places. Glass screens on three sides of each counter freezer are required in others. Inspection is tightened. But counter freezers sell even faster.

Dealers reported to be considering counter freezers are told all about the “reckless” figuring of operating costs, the considerable amount of valuable store space to be occupied, the possibility of service troubles.

Opposition has been keen enough to result in a Federal Trade Commission complaint against the International Association of Ice Cream Manufacturers and its several giant members, such as National Dairy Products, Borden’s, Beatrice Creamery and Golden State, who are now entering formal denials of unfair competition.

Mills, acting alone among the counter freezer makers, has filed suit in Federal District Court against the same defendants, under the Sherman Anti-Trust and Clayton Acts, to recover treble damages in the interesting total of \$46,929,995.12.

The suit has publicity possibilities for counter freezers but the action is unpopular with some of the other freezer manufacturers, because it destroys a budding possibility of peace with the ice cream mastodons.

(Continued on page 33)

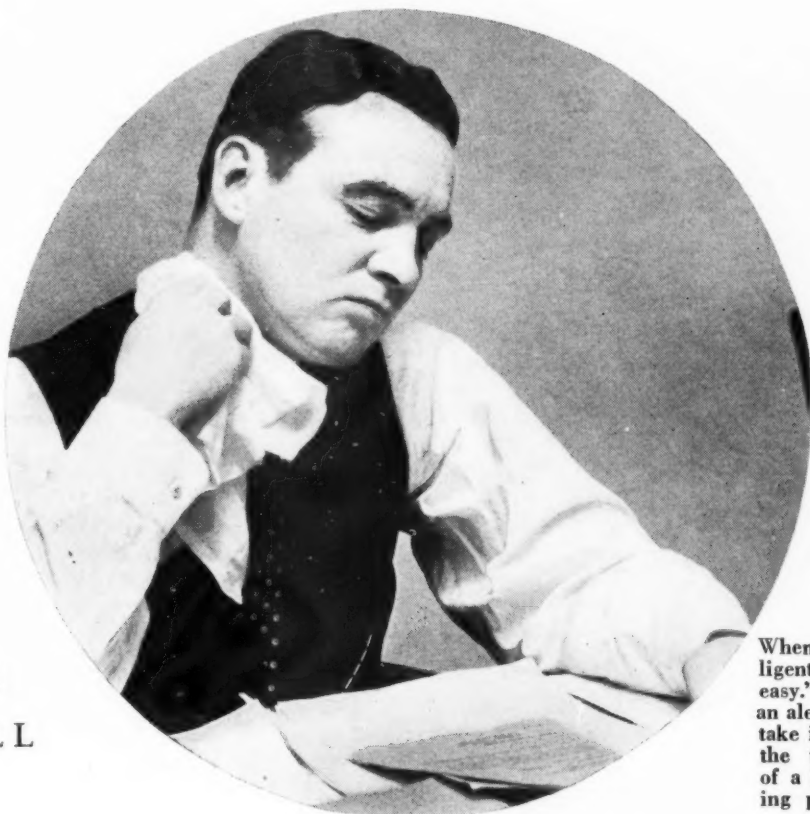


Photo by
H. Armstrong Roberts

BY
BRUCE
CROWELL

When collars wilt, unintelligent salesmen "take it easy." But that's the time an alert man proves he "can take it"—gladly exchanging the temporary discomfort of a hot brow for the lasting pleasure of very cool cash.

Temperature Up? Then Swap Sweat for Orders

ON what must have been the hottest day of last Summer I was doing some work in Philadelphia. At dinner that night at the hotel I ran into a salesman I had known six or eight years ago in Chicago.

I said, "You look pretty cheerful, Harry."

He grinned and said, "Why not? I've had the best day today that I've had since last March—seven calls, six orders, and out of those, one new account that I've been after ever since my company gave me this territory."

He waded into cold cuts and potato salad and then went on: "Guess it's too hot for much order-digging, and too hot for golf, because I not only found everybody in, but only in one instance did I have to wait to see my man. Most of 'em were in shirt sleeves with their feet on their desks, so I took the opportunity to tell some of our story that several of them had never before had the time to hear."

"You see, almost everybody says business is better and they're not taking long vacations as a general rule because they're so darned glad there are some orders to be had. They're getting ready

for a better Fall than they've had in a number of years—the intelligent ones are, anyway. . . . Besides, I sometimes think I don't notice the heat so much if I keep on working. I'll trade some sweat and shoe leather any day for a commission check like the one I'll get on the first of the month."

There's a tip in this story for every man in the field this Summer. Dog days are here, and the temptation is strong to let down, to be satisfied with fewer calls, and even when a buyer can be seen, to devote all the conversation to the weather and to major league standings instead of business.

Even the hard-boiled pessimists admit that business is sure to show a strong surge forward by Fall, and the salesmen who keep plugging this Summer will not only pick up some nice commissions as they go along, but they will be in a position to cash in later when their competitors are only beginning to buckle down to order-digging.

Don't let a soaring thermometer hypnotize you into believing there isn't any business during July and August, because there is. If you don't get it, somebody else will.

BY
SAUNDERS NORVELL

Some Star Salesmen I Have Known

These thumbnail sketches of some crack salesmen may rouse both laughter and despair as they remind you of your own problems in attempting to control men whose sales ability was precious, but whose temperaments were as difficult and changeable as an opera star's.

I REMEMBER one hard winter years ago a number of salesmen in various lines were snowed in at the Fifth Avenue Hotel—in Emporia, Kansas. Not a train was moving. We sat around the office stove and swapped sales stories. One old boy smoking a pipe, after listening to the younger fellows, remarked, "If I make one sale a year, I am doing very well." We all looked at him in surprise and inquired with one voice, "What do you sell?" "Steel bridges" was his answer.

Another time a bunch of salesmen were snowed in at Wa-Keeny, Kansas, on the Union Pacific. There wasn't a train either way for a week. We were at a hotel that had been built during the boom days, and it was a very flimsy structure. In order to economize on heating, a wooden partition had been built in the office from floor to ceiling. We sat around a large old-fashioned Cannon stove and burned corn on the ear for fuel. Corn was cheaper than coal. We told tall yarns, most of them not parlor stories. A good story teller, a cigar salesman, told a risqué story that convulsed all of us. Then the partition mentioned above collapsed, and about a dozen women fell in among the salesmen. They had gathered on the other side of the partition to eavesdrop and laughed so hard at this particular story that they pushed against the partition and it couldn't stand the strain.

That evening at dinner all of the ladies were conspicuous by their absence.

I can't mention the name of the best all-round salesman I ever knew. I can't give his name because he was a murderer. He had been traveling in the Eastern territory for a hardware house and I had him on my list, although I had never seen him. One day his card was brought to my office. He wanted a job with us. We chatted for a few minutes and arranged the amount of his salary. The matter of territory he agreed to leave to me. "All right," I said, "Report December 1." Then I turned to my mail.

I watched him take a seat near the front door of our large office. He seemed to be in a brown study. Finally he got up, walked back to my office and said, "There is one thing I think I should tell you before I accept the position. I killed a man. We got into a fight in the cellar of a hardware store. The lantern I carried was put out and smashed. We grappled in the dark. I got him by the throat. It was his life or mine. I was promptly tried and acquitted. It was proved that he had threatened to kill me at the first opportunity."

This man turned out to be a wonderful salesman. Let me tell you how he finally got a large account which he had been trying to sell for a long time. He called on this dealer one day and was informed that he was at home in bed with a high fever. Our

salesman promptly went to a restaurant, had a dozen large oysters carefully arranged on ice and covered with a napkin, called a cab and was driven to the dealer's home. The dealer's wife came to the door and the salesman told her he had heard her husband was ill with a fever so he had brought him some raw oysters. The salesman was invited upstairs and sat chatting with the dealer while he gratefully consumed the ice cold oysters. It is hardly necessary to say that on his next trip he sold this merchant, and thereafter held the account for years.

I have had good luck in hiring murderers, drunkards and "sports," but I have always had bad luck with thieves. A murder can be committed in a fit of passion without premeditation. Even good men have been known to get drunk. Murderers and drunkards sometimes reform, but after an extensive experience covering many years, in which I came in contact with salesmen who were thieves and also house employes who were thieves, *I have never known a thief to reform.*

—And a Way with Women

There is another star salesman whose name I can't mention for obvious reasons. One day I met my local competitor at lunch at the club. Said he, "Do you remember Bill X, who formerly traveled for us? He called on me today and applied for a job as a salesman, but I turned him down without any consideration. You know," added my competitor, "Bill is a moral degenerate." I knew Bill and smiled. Bill did have a weakness for the ladies. One customer had told me that Bill would leave his catalog on the counter any day to follow a likely skirt up the street.

When I returned to my office I found Bill waiting for me. He wanted a job. "Bill," I said, "if it were not for one bad habit you have, I would hire you." Bill's answer was that even after a man had been reformed for many years, his good friends would never forget the peccadillos of his youth. "Why," said Bill, "my record is perfect now. I don't even have to wear dark glasses." Then he smiled that wonderful smile of his, and I could not help smiling back. I hired him, and he became one of our top-notch salesmen.

Years afterwards he was one of the most important men in our business. Long after I had hired him I told Bill what a good recommendation he had received from our competitor. His answer was, "Of course, he is a very good and religious man. But in reading the Bible he seems to have over-

looked the personal history of some of the patriarchs. I wonder when he died if he spoke to any of these patriarchs when he met them in Heaven." Bill was like that. He always had an answer.

Once I had probably the most complete encyclopedia of hardware salesmen, good and bad, in the whole United States. This is the way I made up that book. Our house had salesmen traveling all over the country. I wrote each of these salesmen asking him to give me the names of the salesmen for other hardware houses traveling in his territory. Opposite each name I asked the men to enter the letters A, B, or C. A meant "first class," B meant "fair," C meant "no good."

Of course our salesmen's territories overlapped the territories of the salesmen from the other houses, and when all the returns came in and were tabulated I found that in some cases I had several reports on the same man. Therefore, when I made up my book and arranged it by states and then alphabetically by salesmen, I would enter opposite the salesman's name the letter indicated by the reports I had received about him. For instance, if there was an entry—"C. E. Jones, A. A. A.," I would know that three of our salesmen had reported this man as being first-class. A better recommendation than this I would not ask of any salesman.

When this book was completed, I found it of great value in hiring salesmen both from personal application and also by correspondence. Almost invariably when a salesman applied for a job I would find him listed in my book.

The Fallow Month

I remember one occasion when a salesman from Texas applied for a job. I turned to my book and there were five A's opposite his name. It was only a matter of a few minutes when I had him hired to report on December 1. That afternoon the salesman came back to my office and asked, "I beg your pardon, but did you hire me this morning?" "Certainly," I answered, "I already have you on my list." "Well," he said, "you hired me so quickly that I thought there must be some catch to it, and I just wanted to be sure." Then I showed him my encyclopedia of salesmen and the five A's opposite his name. "Gee," he remarked, "if I had known that I would have asked for more money."

You have no doubt noticed that I had the salesmen report for duty December 1. Most changes in salesmen take place at the end of the year.



"Hey, Gertie, if somebody asked you to mail a 'facsimile,' what would you send?"

Many houses employing a new salesman have him report January 1. If possible I always had them report December 1. Usually there was no trouble about this, because when they turned in their resignations their houses were glad enough to have them leave December 1 as December usually was a poor month. I preferred to have them on December 1 because I could immediately put these recruits into training, studying our lines, and usually they could also get in a short trip on their new territory before Christmas. Often they would travel with our older salesman who for one reason or another was giving up the territory.

When January 1 rolled around, these new salesmen were all ready to take hold of their new jobs in earnest. On the other hand, if they had reported January 1, then practically the entire month of January would have been lost in posting them and getting them started on the new territory. In December, in the home office, we had more time. January was always a busy month with inventory, closing books, etc.

Here is a story on the late E. C. Simmons, of the Simmons Hardware Company, that has never been told. He employed one of the star salesmen of the Supplee Hardware Company of

Philadelphia. This salesman had been with Supplee for many years. When he handed in his resignation to Mr. Supplee they had a long talk and the salesman was very sorry he had agreed to make the change.

However, he reported to Mr. Simmons in St. Louis and started in to take the usual course of training in the various departments of that house. One day he happened to meet Mr. Simmons, and in the course of their conversation Mr. Simmons referred to certain plans he had for the following year. "Oh," said the salesman, "I will not be with you next year." "Why not?" inquired Mr. Simmons. "Well," said the salesman, "after I had given you my word that I would come with you this year, I had a talk with Mr. Supplee. Mr. Supplee didn't want me to leave. I said I had given my word and could not break it. Then Mr. Supplee hired me for the next year." Mr. Simmons' surprise may be imagined. He sent the salesman back to Mr. Supplee with his compliments and best wishes.

In measuring the ability of a salesman it is only fair to take into consideration his opportunities. A salesman handling very large accounts, when it comes to volume can naturally

(Continued on page 40)

First Reports Show Many Favor National Sales Executives' Club

WHILE more than half the local sales managers' clubs have yet to report their official consensus concerning the desirability of organizing a national sales executives' club, the more than fifty letters which have poured into the SALES MANAGEMENT offices during the past three weeks indicate a general feeling of need for such an organization.

Executives who have attended the conferences held for sectional groups in the Southwest, and in St. Louis, are especially enthusiastic in their support of the national club idea. Almost to a man they feel that their local conferences have been immeasurably helpful, and that a national affiliation of some kind, properly managed, would definitely aid them further in improving distribution efficiency in their own businesses.

To SALES MANAGEMENT's knowledge, there are now in existence 20 active local sales managers' clubs. They are in the following cities: Boston, Cleveland, Dallas, Fort Worth, Kansas City, Los Angeles, Milwaukee, Minneapolis, New York (2 clubs), Oklahoma City, Philadelphia, Pittsburgh, Rochester, St. Louis, St. Paul, Salt Lake City, San Francisco, Seattle, and Tulsa. A club is in process of formation in Detroit, and during this past week, several Baltimore-ites have expressed an active interest in reviving a group there.*

SALES MANAGEMENT believes that any national organization would succeed directly in proportion to the extent to which it is made a brass tacks proposition—no platitudes, no generalities, no primarily social activity, but meetings characterized, instead, by a thoroughly business-like program designed to give the participants really helpful exchanges of information and experience. In this, many who have already written to us agree. (See comments printed later.)

The organization itself need not be complicated in structure. Sentiment certainly favors sectional meetings as well as one or two annual national

meetings. The "round table" discussion idea, already found so workable and helpful by some of the local groups, could certainly be adapted to the larger conferences. Subjects like the high cost of evil trade practices would be suitable for general sessions; topics like salesmen's compensation, training salesmen, dealer and jobber cooperation, and so forth, would be relegated to smaller group discussion.

We are printing below excerpts from some of the first letters received by this magazine. Meanwhile, the editors especially urge other sales executives—whether members of local groups or not—to write, giving any suggestions or reactions which will help to clarify and crystallize the procedure which should be followed in furthering the national club idea. Address letters to A. R. Hahn, Managing Editor, SALES MANAGEMENT, 420 Lexington Avenue, New York City. Progress of the plan will be reported continuously in the pages of the magazine.

By C. D. GARRETSON
President,
Electric Hose & Rubber Co.,
Wilmington, Delaware

YOUR proposal of a national organization of sales executives meets with much favor with me—in fact, it falls in with the very set-up that I have been advocating for my own industry. I think that Code Authorities missed a bet when they did not institute it for their industries, and now that NRA is not, it seems to me that the time is most opportune.

The real crux of the whole matter is what you mean by a "meeting of brass tacks nature." My thought of "brass tacks" is to get down to really discussing logically, and after due thought, those tremendous losses in sales effort that come from unfair trade practices. I also think it would help materially if sales executives knew something about actual costs and were

brought to a realization of the fact that a cost is a fixed thing and part of it cannot be removed from one product or one customer without placing it on another product or another customer. You might even go so far as to discuss, at a meeting of sales executives, what we are really trying to do in business—and that is to make a fair distribution of the product of work between employer and employee, buyer and seller, competitors and stock owners.

One further thought: These "brass tacks meetings" could well be held six times a year with great profit, instead of the one time you suggest.

By H. N. FISCH
Vice President and Sales Manager,
H. J. Justin & Sons, and President,
Fort Worth Sales Managers' Club,
Fort Worth, Texas

PERSONALLY, the idea of a national association appeals to me. A number of years ago I had the pleasure of attending several national conventions of the Wholesale Credit Association, one in New York and another in Minneapolis. One of the features of the convention that appealed to me in particular was a group meeting of the credit executives of the wholesale boot and shoe industry.

The similar nature of the various ramifications of our business is what made this meeting so interesting, although the entire conventions were well worth the time spent by those who attended with the definite purpose in mind of coming back with something worth while. In the proposed sales managers' conventions we should have even a better opportunity of gathering information, regardless of the types of business represented, because the application to one's own product of ideas used in other lines of business often brings surprisingly fruitful results.

(Continued on page 37)

SALES MANAGEMENT



C. D. Garretson



H. N. Fisch

*Any sales executives in the Baltimore area who are interested should get in touch with Alan E. Turner, Vice-President, Van Sant, Dugdale & Company, Court Square Building, Baltimore.

By H. A. ECCLESTONE
Remington Rand, Inc.,
Los Angeles, California

I AM glad to see your article regarding the proposed formation of a national sales executives' club. . . . Several years ago, when I was president of the Sales Managers' Association of Los Angeles, I wrote the various local sales managers' associations trying to get them to organize into groups, and, through the group organization, to perfect a national organization. But they thought the time was not opportune. . . . Under separate cover I am sending you a copy of the Constitution and By-Laws that I drafted at that time. It might be used as a basis of organization now. . . .

The Purchasing Agents' National Association has accomplished so much that it seems to me an organization similar to theirs, for sales executives, would fill a long-felt want.

If there is anything that we can do here, I am sure our new president, Lou Sorenson, will be glad to cooperate. The Pacific Coast Sales Managers' Department of the Pacific Coast Advertising Club is meeting at San Diego, June 24, 25, and 26. A very interesting program has been planned.

If we could form four such groups, dividing the United States into four districts, having a district convention such as the Coast holds each year, and then holding a national convention once a year, much good could be accomplished.

By JAMES B. GAVAN
Manager, Morton Salt Company,
Milwaukee, Wisconsin

SOME sort of a national sales executives' organization, we feel, should have been attempted quite some time ago, and I am sure that the local group would be very much interested in a move of this kind.

By BEN W. LACY
President,
All States Life Insurance Co.,
Montgomery, Alabama

I THINK your idea an excellent one. I believe the life insurance business would profit greatly by such an association. Unfortunately, in our business there has been some suggestion of a hierarchy of salesmanship, derived from home office points of view and not from the field point of view. The successful companies have tremendously demonstrated the value of a departure from the old-groove methods. Possibly life insurance could learn much from sales methods followed in other lines of work.

(More letters on page 37)

JULY 1, 1935

The Scratch-Pad

When you get a "wrong number" on an automatic telephone, you have only yourself to blame. Dial and error, so to speak.

Many an advertising schedule is pared down in Summer on the theory that "everybody is out of town." But have you tried to get a seat in the subway, at a ball game, at a movie? There may be a moral here for advertisers and their agencies.

The Babe called Emil Fuchs a "double-crosser." At least, he's Ruthless.

A visit to the Hotel New Yorker is worth while, if only to get the mail follow-up of the genial Neil Messick, chief assistant manager. "When I show the list to Mr. Hitz, he's going to ask me why you haven't been back and, frankly, I don't know what to tell him," he writes. It's nice to know that some one is interested in us in the city of tears and bent mud-guards, as (we forget who) said.



T. Harry Thompson

world and enfold it to my bosom. Through them courses electricity, my life-fluid. I speak all languages.

"Mine is the voice of commerce and romance. I transact business for the millions and convey the love notes of the world. I announce glad tidings of weddings, births, graduations, promotions. It is my equal duty to echo when a sob vibrates into the night. I am the voice of man . . . amplified, magnified, ramified.

"Routine is not beneath my dignity. I will order a limousine and a bag of salt in the same breath. I will send for a doctor, or summon a priest. I make hazardous the work of the prowler, and peaceful the slumber of all. A word from me, and the community's firemen leap into action.

"I am the telephone, companion of the many. I am a friend to the lonely, to the shut-in. I send the traveler on his way with the assurance that I shall keep watch in his absence; that I shall notify him in an emergency; that I shall take to him the voices of his loved ones (and his to them), though sea and mountain separate them.

"My credo is service . . . you have but to ask. I am the telephone."

Huey's share-the-wealth plan is just plain Long division.

Tip to strikers: It will never get well if you picket!

Miss Dorothy Dignam shoots in a definition by one Ebenezer Elliott, born 1781, believe it or not:

What is a communist?
One who has yearnings
For equal division
Of unequal earnings.

Another scout reports that Detroit recently celebrated Banana Split Week.

The man who engraved the Lord's Prayer on the head of a pin is now working for the people who print the caps for milk-bottles.

The best drivers use their horns the least. This is true in driving a car, in managing a sales force, in directing a copy department, in all the ramifications of this complicated thing called Life. The quiet Amos Jones eventually outsmarts the noisy Andrew H. Browns.

Speaking of driving and horns and other mechanized noises of our era, we have just come upon a note from Miss Ruth Williams, offering a parody on a current Irving Berlin number: "Soft Tires and Squeak Music."

Slogan for "a good five-cent cigar": "From humidior to cuspidor, a wow of a weed."

T. Harry Thompson

Evans Auto-Stop for Grade Crossings Bids for PWA Funds

BY D. G. BAIRD

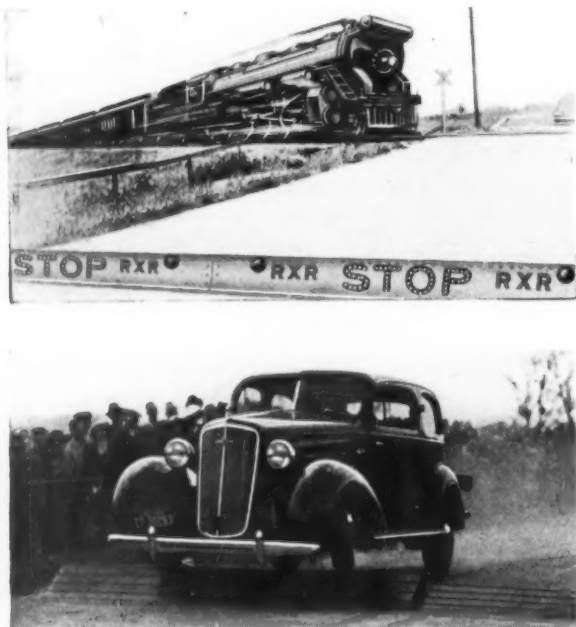
AS part of the Federal Government's four billion dollar spending program, hundreds of millions will be appropriated for elimination of grade crossing hazards. Evans Products Company, Detroit, maker of the Auto-Stop, expects to get a goodly slice of this fund. For the Auto-Stop, it is claimed, will do away with the death toll at railroad crossings.

The Auto-Stop is a mechanical device which first gives the motorist an impressive warning, if he is running into danger at a grade crossing, then, even more impressively, stops him, if he doesn't heed the warning. He just

"STOP" in lighted red letters eight inches high. The whole electrical display gives the impression that the roadway is on fire.

As all this is on the pavement, where a conscious motorist always has his eyes, he cannot escape seeing it. In addition, the installation may include an audible signal in the form of a ringing bell.

If, for any reason, a motorist does fail to stop, however, he hits an effective barrier composed of triangular sections of reinforced steel. The front of the barrier, toward the approaching car, is concave and the effect of striking and mounting it is to counteract



Fool-proof: If a motorist fails to be warned by the Auto-Stop grade crossing barrier as it rises from the roadway and in blazing letters signals "Stop," a moment later its reinforced steel will abruptly enforce a halt. No damage results if the motorist's speed is moderate, but if he is trying to beat the train to the crossing he is likely to find his car wrecked—but his neck saved. Public sentiment for elimination of grade crossings mounts with every new death, but the cost is enormously high. So Evans Products Company expects large demand for its substitute.

can't hurry on and get himself killed by the train because, if he tries hard enough, the Auto-Stop will even wreck his car before he reaches the track. And he won't get hurt, even if his car is wrecked.

The electrically controlled device is of the disappearing variety. When no train is near, it lies in the roadway, flush with the pavement. Equipped with an ice-breaking mechanism, it can't get frozen and fail to operate in cold weather.

An approaching train actuates the Auto-Stop automatically, causing it to rise slowly to a height of ten inches above the pavement. As it does so, it reveals (in a typical, twenty-foot-wide installation) four red flashers, the letters "RXR" near each end outlined in reflector buttons, and the word

the momentum, throwing the motorist and passengers back against the seat, instead of forward through the windshield. In tests, cars had been driven against the barrier at speeds up to sixty miles an hour without injuring the driver in the least.

If a car hits the barrier at a low or moderate rate of speed, no damage at all is done, but if it is going 50 or 60 miles an hour, the radius rods will be broken, causing the front end of the car to "pancake" on the pavement.

The first installation of the kind was made at the approaches to a drawbridge at Manistee, Michigan, in November, 1933. More than half a million automobiles have passed over the bridge since then without an accident of any kind. Another was made at a grade crossing at Valparaiso, In-

diana, in August, 1934, and official observers were stationed there to clock results. During the following four months, 171,464 automobiles and 2,537 trains passed over the crossing, the Auto-Stop operated as many times as there were trains, and there were no accidents of any kind. Fifty-six automobiles did bump into the barrier before it had risen to its full height, but no damage was done.

The device has also been demonstrated before state, city and county officials and the general public in several places, the most recent of which was Des Moines, Iowa, where some 2,000 people, including the Governor and other officials, witnessed a thorough test. As a result, the Iowa State Highway Commission approved it.

Admittedly the Evans Auto-Stop doesn't abolish grade crossings. But it does accomplish the same purpose: It ends the frightful dangers of crossings to careless, unskilled or foolhardy drivers. Eliminating all the country's grade crossings is too expensive to be possible, says E. S. Evans, president of the company. It would cost 15 billions just to eliminate all the grade crossings in Wayne County, Michigan, alone, he tells SM. There are nearly 250,000 such crossings in this country, wholly unprotected at present. Obviously, it is out of the question to eliminate them at an average cost of \$200,000 each.

Convincing the Government

He is directing a drive on government officials who have charge of the spending of the public works funds. Personally doing missionary work, President Evans is pointing out to national, state and local officials that his firm's device is far more economical and will create fully as much employment as would grade separations. Newspaper ads reiterate these arguments.

While costs for Auto-Stop installations will vary, he explains, the average will probably be about \$10,000. A grade separation at the same crossing would run to as high as \$2,000,000.

If he, and his company, can convince government officers, from Washington, key-men to township supervisors, that the Auto-Stop is inexpensive, effective and necessary the new device may soon appear beside every railroad track.

Evans Products Company manufactures most of the loading devices used in shipping automobiles and has several subsidiaries which produce battery separator plates, laminated flooring, and shipping crates and boxes. The Auto-Stop is an addition to its line.

Automatic Heat Wins More Homes While Anthracite Loses Tonnage

THE battle of the fuels—coal, oil, gas—for the nation's home heating business is hot on all fronts, but without some of the fright and bitterness that marked the fray last year.

Automatic heat continues to encroach upon the field of hand-fired furnaces in the 12,000,000 furnace-heated homes which still use the coal shovel. Oil heater sales are running 20% ahead of last year and may attain a total of 120,000 units for 1935. Coal stokers for both soft and hard coal are selling steadily better than last year—50% better in the case of Electric Furnaceman for anthracite. And home heating customers during the first three months of the year increased 30% in manufactured gas regions and even a larger proportion in natural gas territories.

One cause of fright last year was that gas would shut oil out of cities where companies "gave away" furnaces as did People's Gas of Chicago. It is true People's Gas installed possibly 20,000 furnaces on a no-down payment-and-five-years-to-pay basis; but competitors have since learned that a gas company campaign for house heat always stirs up public interest in other sorts of automatic heat too. And the price argument generally favors both oil and coal.

Less Fear of Gas Now

Nor has the People's Gas selling plan spread wildly across the country. Other gas companies have put selling pressure on house heating, when rates were attractive, but "giving away heaters" has nowhere killed the market for competitors.

Consolidated of New York, with a new low rate averaging 55 cents instead of last year's 73 cents for house heating—and a payment plan that calls for 25% down and 10% per month excluding the four winter months of each year—is expected to add possibly 1,200 new heaters this year to the 2,800 the company had been able to sell in all the years up to now. But this gives oil and coal no nightmares. Gas operating costs still remain about 25% above oil, and original equipment is no less than that for oil.

Another cause of fright last year is not present now. The expected list of big oil companies did not follow Standard of New Jersey into the burner business at prices too low for independents to meet. Standard con-

tinues to sell in its own experimental territory from New England to Washington, but has not extended its field. And instead of cutting prices below the \$249.50 bottom price it set for the burner industry last summer, has gone up \$10 or \$15 in various regions. On this basis, independents find it possible to meet the big oil invader. Shell, Texas, Gulf and the other oil giants remain outside looking on.

Deep Inroads on Anthracite

Coal burner manufacturers, who should exceed 50,000 burners this year, have among them only Iron Fireman to do a campaign of consumer magazine advertising. Fairbanks-Morse, lately in the field with a bituminous burner, is selling actively. Motorstokor, now reorganizing, and Stokol also have national distribution. In the anthracite field Electric Furnaceman, the outstanding independent, depends upon its own and its dealers' selling activity and direct mail only. Dickson & Eddy, with Stokermatic, are the only mine operators to develop a burner with which to hold their own coal market.

While general advances are made by most types of automatic burners, the losses are suffered mainly by anthracite coal, the good old home heating standby. Total production of all anthracite dropped from 55,000,000 to 52,000,000 tons in the coal year ended April 1—a far cry from the old-time annual totals around 90,000,000 tons.

But the anthracite mining industry has not yet decided upon any campaign to carry its story to the public.

Seagram Is Entering Low-Price Field with New "Kessler" Line

Officials of Seagram Distillers Corporation are framing the sales policies and planning a million-dollar advertising campaign for their new subsidiary, Julius Kessler Distillery Company, which early in July will introduce a new line of low-price whiskey blends. Under the name of Julius Kessler, now 81 and an old-time figure in the American whiskey industry, the new company will break into the dollar-a-quart-and-less field.

Fancy Breads Jump Sales, Bakers Learn at General Mills School

GENERAL MILLS Specialty Bread Schools are giving free instruction to bakers on the arts of making and selling 160 new varieties of breads, cakes and pastries. To date more than 500 bakers, some from as far away as Hawaii and Florida, have attended the 10-day course at Minneapolis. The whole idea is part of GM's drive to increase wheat consumption.

Baker students spend an average of seven and a half hours a day in production classes, working with the newest types of high-speed mixers, dividers, gas and electric ovens and so forth. About two hours and a half a day are spent in merchandising lectures. As part of the sales technique, the model bakery sales room is carefully explained.

"Radically different in design from any previous shop," the model bakery demonstrates how costly frontage space may be cut down and inside space utilized to utmost advantage. The layout permits a salesgirl to walk about at the customer's side, in close access to the products, while making suggestions and taking orders. A new mode of display, combined with indirect lighting, places every product in a conspicuous place. Display cases are loaded direct from the bread racks, thereby eliminating at least one handling.

In developing formulae for many of the unusual types of bread produced at the school, "research" bakers from GM's Products Control Department have gathered recipes for the favorite breads of many foreign countries. From Russia, for example, a rich fruit loaf called "Easter Bread"; from Italy, Panitoni; German Black Forest bread; pimento cheese bread; chocolate malted milk bread are typical of the 60 varieties produced.

Merchandising material given to bakers for the first time at the school includes such topics as: Results of GM surveys showing how specialty breads increased bakers' volume by 10% to 12%; increased bakery sales more than \$100 a week by merchandising activities carried on for a year; results of feeding tests proving that a half inch thick bread slice is best for maximum consumption.

Response from bakers in registering for the bread school was so great that the first four sessions were filled within a month. Four more sessions were necessary.

The Empire State from the Hill at Albany—Broadway Styles and Salesmen—Wives of Union Labor Win Fight to Break Backs of Drug Chain Price Cutters—White Motor Sells Peace to Strikers.

This is the first of a series of reports from SALES MANAGEMENT's field editor, who is making an 11,000-mile trip to survey the nation's economic and social conditions—with special emphasis on current sales problems.

Sales Signposts on the Transcontinental Trail

BY WALTER E. MAIR

Field Editor

Albany, N. Y., June 17

ROLLING along at 50 per last night on a Greyhound bus schedule that calls for better than 40, including stops, the "Spirit of the Subway" said good-bye to us in that manner which has created Hate-New York clubs all over the nation. "The Spirit" was a matron with a thick East Side accent, a plump, very young child, and a meek, almost annihilated mate.

To begin with, it was just one of those things: Her pouncing on the first chair that looked well, her loud insistence that she and the baby both got deathly sick if they had to ride farther back, her total disregard for the fact that all Greyhound seats out of New York are reserved. Her efforts, however, were without success, thanks to a firm but tactful Greyhound driver.

After the parting I heard no weeping, but it began to dawn on me that perhaps Lizzie Glutz, or whatever her name was, had set a keynote, or at least provided a background effect, for this 11,000-mile inquiry by SALES MANAGEMENT into the state of the nation. Lizzie was all that New York personifies to a nation bedevilled by doubts of the financial clique. She was the Alpha and Omega of devil-take-the-hindmost, and her baby made about as much of a Madonna out of her as she made a hero out of her husband. . . .

And speaking of Greyhound—but I'll wait until Cleveland.

In Albany I drafted the services of Jack Gibbs, deputy commissioner of

conservation, to help paint the picture of this city which I am using as a springboard for the coast-to-coast dive.

John Gibbs had one of those panoramic brains when he was my assistant city editor back on the old Phila-

delphia Record, twenty-odd years ago. He was a stickler for facts, and for the dignity of the inquiring mind. So I put it up to him about this way:

"Look here, I'm heading west and south and zigzagging back through about 24 states. New York is the home port. New York State is the so-called Empire State. But you know, as I do, that this business of empire is shaky. It begins to look as though the empire of business thought has other thrones than those Wall Street so mournfully dusts off. I'll forgive your being in politics if you'll give me the New York picture as you see it—just to remember when I get out where the swivel-chairs yield precedence to plow-shares."

Briefly, Gibbs, who got to Albany via Jesse Strauss' backing, and because, I suspect, of that panoramic mind of his, told me this:

"Generally speaking, financially and in every other way, the New York State government is better off than that of any other state in the union. But that isn't saying a whole lot, because most of them are in anything but good shape. Our revenues have probably gone off 20-25%.

"It's been gradual, of course, and entirely due to business conditions. Up to 1932, we always had an operating
(Continued on page 28)

LITTLE STORIES
OF
Silver
No. 4
CLEOPATRA'S BANQUET
TO ANTONY



WALLACE
Sterling
WALLINGFORD, CONNECTICUT



The Normandie Pattern is an artistic and unique expression of the spirit of the French Republic. It is a masterpiece of design and craftsmanship.



A new note in sterling silver is the Wallace Sterling Normandie. It is a masterpiece of design and craftsmanship.

Celebrating 100 Years
Creating lasting treasures in silver with the hand of a designer, the heart of an artist, and the devotion of an artist.

100th Anniversary

Wallace Celebrates in Business Paper Series: Celebrating its hundredth anniversary, R. Wallace & Sons Manufacturing Company, Wallingford, Connecticut, is this year running a series of business paper spreads like this in *Jewelers' Circular-Keystone*. Without any of the hackneyed "more profit" copy, Wallace tells a broad institutional story. "We wanted to say a little about the founding of this business by a pioneer," C. H. Gregory, sales promotion manager, tells SM, "and it seemed that the most interesting way to do it was by using analogical stories of highlights in the history of silver." "Little story" No. 1 was about the discovery of silver in America; No. 2 about Benvenuto Cellini melting up his silver pieces to make one masterpiece, and so on, always tying up the dignified history of Wallace with silver's ancient glories. The June advertisement shown here also played up Wallace's new Normandie pattern, which dealers everywhere are now displaying with pictures or models of the great French ship. Wallace's Summer consumer advertising is running in *Ladies' Home Journal*, *American Home*, *Better Homes and Gardens*.



Are Out-Moded Territories Robbing You of More Profits?

(Part I of this article appeared in *SALES MANAGEMENT* for June 15, 1935. It reported the results of a study made among a number of prominent companies concerning factors upon which sales territories are based, together with a resume of the ways various of these concerns work markets on a selective selling basis. Readers are referred to it for a correct understanding of the material which appears here.—The Editors.)

DR. PEPPER COMPANY, selling soft drinks throughout the South, has a selective routing system tied up with a simple office routine which enables the sales director to check quickly and accurately on the efficiency with which a man in the territory is covering his prospects.

Each salesman has a classified series of towns in his own territory. For example, a man working District No. 12 with headquarters in Birmingham, has towns in four classes: Class A cities are worked every sixty days; Class B cities, every ninety days; Class C cities, every one hundred and twenty days, and Class D cities, twice a year. All districts are carefully analyzed for sales potential, and some of the men have only two classes of towns in their areas; some have three; the limit is four.

"Automatic" Check-up

Field men make daily reports to the home office, entering the name of the town and the date on which the town was last worked. Upon receipt of these reports, a clerk plots the man's route on a huge map, colored pencils being used, with a different color employed for each month. If the salesman has skipped any center of importance, or if any large block of territory has been passed up, this readily shows up. In other words, the lines on the map must connect from town to town, and any breaks indicate a skip.

Such a condition is immediately brought to the attention of the sales manager, and a form letter goes out to the man concerned, asking for an immediate explanation. "He must have a valid reason for passing up the town or section," says W. V. Ballew, sales manager, "and if he does, through carelessness, pass up a town, one or two of these form letters quickly breaks him of the habit."

Towns are graded according to pop-

Part II of an Article in Two Parts

BY A. R. HAHN

Managing Editor,
SALES MANAGEMENT

ulation and fountain outlets. A survey made two years ago showed that 20% of the soda fountains do 80% of the total fountain business, and these fountains are located in Class A cities—a perfectly clear indication of the necessity for selective treatment. One supervising executive spends his entire time in the field checking up on the district men's activities.

Staley Sales Corporation, Decatur, Illinois, distributors for corn products manufactured by A. E. Staley Manufacturing Company, bases territories on the following factors: Geographical conditions and locations; population (rural and urban); market potentiality; jobbing distribution areas; warehouse facilities, and possibility of central location in territory for salesmen.

Mr. R. P. Wright, of this company, furnishes the following facts:

"We have laid out our sales territories so that each of our men makes his headquarters at his home in approximately the center of his territory. This permits him to spend most of his

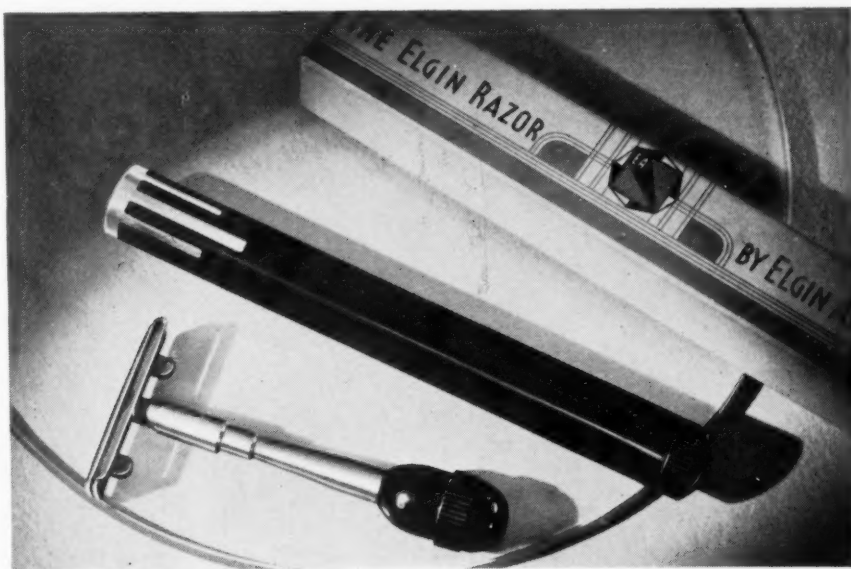
week-ends at home, and, if he works his territory properly, he never has to be away from home over one week-end a month, sometimes not that often.

"Each of our men is furnished with a book of records for his territory, outlining the areas he is to work; we furnish population information, data on number and type of outlets, information about the jobbing situation, etc.

"Our salesmen are required to make a daily report covering their work. One copy goes to our home office and one to the district manager. These reports are very carefully analyzed so that we can tell at all times the status of each salesman's operations, whether territories are profitably or non-profitably operated, what degree of distribution the man is effecting, and how often he is covering his market.

"It might seem that such office records would require lots of effort and time, but the opposite is true. Our system is elastic and easy to maintain, and we have a complete picture which enables us at very short notice to determine the answer to almost any distribution problem in the field.

"We also furnish each salesman with information regarding operating expenses in his territory and take him into our confidence as to the profit his



Weight Equals Zero: Of course the Elgin razor is a little heavier than that, but not much, declares the maker, Elgin American Company, Elgin, Illinois. It eliminates "razor cramp" and its small size gets it into those crevices and crannies on the masculine jowl. The blade is standard length, only $\frac{1}{4}$ " in width. Both handle and the ends of the fountain pen-like carrying tube are of Bakelite.

"WE REACH KEY MEN

THROUGH SEL

BUSINESS P



"*J*NASMUCH as bananas are not a trade-marked product, although they some time may be, our job is essentially one of education. In addition to enlightening the consumer as to their many valuable attributes, it is also necessary to teach the retailer how he should handle bananas and why he should push them. We also have kept in mind that no matter how much we may do in the way of reaching the consumer directly ourselves, it is also important to reach the consumer through the retailer. Accordingly our efforts with the retailer have naturally fallen into two definite lines of endeavor.

"First, we have tried to tell him how to protect his fruit, price, display and sell it. To do this we have offered well-illustrated pamphlets explaining the care, handling and merchandising of bananas, and told him how to secure at cost such sales aids as price tickets, display hooks and canvas display racks. We are now offering free an advertising manual telling him how to write his ads.

NUMBER 17 OF A SERIES:

This is one of a series of analyses made by the SALES MANAGEMENT editors, acting for the publishers of the dominant business papers listed here. Others who have told why they use business papers and the results they have secured: General Electric, Bendix Aviation, Cannon Mills, Johns-Manville, Fruehauf Trailer, Bakelite, Gorham, Lincoln Electric, Liquid Carbonic, McCann-Erickson, Westinghouse, Ohio Brass, Green Shoe, Stewart-Warner, Ruberoid, and National Hotels.

It's difficult to be smart—profitable to be modern when it comes to handling bananas.
Bananas being in the daily diet, established through years of research and advertising as a product desired by the housewife.

Your job, Mr. Grocer, then, is to make bananas more desirable for the customer—more profitable for you. Begin by throwing hands display overhead.

The old-fashioned bunch display has no appetite appeal—suggests no unit purchase. It causes waste—makes pricing difficult—does up your service and retards sales. The only people benefited, Mr. Grocer, are the flies. How they love the broken ends.

UNITED FRUIT COMPANY BANANAS

PRICE CHARTER CO.
For a full line of banana price tickets, display hooks and canvas display racks, write to: PRICE CHARTER CO., 100 N. 4th St., New York City.

IVE

PER ADVERTISING"

"All this, however, we felt to be inadequate unless the retailer also had enthusiastic knowledge of why bananas are a good item for a housewife to purchase. In pursuance of this second idea we have tried to supply the retailer with information both about the good points of bananas as an article of food and the many different new ways of using them in the home.

"Since bananas are sold everywhere and we have a national job to do, we have sought to reach the key men in the retail food business. They are the corporate and voluntary chain buyers and sales managers and the wide-awake, top-notch grocers who set the pace in retail food merchandising. We have found that the economical and effective way to do this was through dominant ads in the well-edited and influential publications in the grocery field which do reach these key men and we have been more than satisfied with the results obtained."

R. G. Partridge, Assistant to President
and Director of Sales Promotion,
Fruit Dispatch Company, Distributors
of United Fruit Company Bananas



RUSSELL GLIDDEN PARTRIDGE

A lawyer by profession—who has been in the banana business all his life, was commandeered for sales work, and is now in charge of sales promotion for the Fruit Dispatch Company, selling subsidiary of the United Fruit Company, largest farmer in the world.

In 1934 the United Fruit Company had 115,000 acres of banana cultivations, operated 98 ships, and exported 50,000,000 stems of bananas from tropical divisions to various countries.

AMERICAN BUILDER AND BUILDING AGE, Chicago
ARCHITECTURAL RECORD, New York
BAKERS REVIEW, New York
BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER, New York
BUILDING SUPPLY NEWS, Chicago
CHAIN STORE AGE, New York
COAL AGE, New York
DOMESTIC ENGINEERING, Chicago
DRY GOODS ECONOMIST, New York
ELECTRIC LIGHT AND POWER, Chicago
FLEET OWNER, New York
FOOD INDUSTRIES, New York
HARDWARE AGE, New York
HARDWARE RETAILER, Indianapolis
HOTEL MANAGEMENT, New York
HOUSE FURNISHING REVIEW, New York
ICE CREAM TRADE JOURNAL, New York
JEWELERS' CIRCULAR-KEystone, New York
LAUNDRY AGE, New York
MACHINERY, New York
MILL AND FACTORY, New York
NATIONAL PETROLEUM NEWS, Cleveland
OIL AND GAS JOURNAL, Tulsa
OIL WEEKLY, Houston
PROGRESSIVE GROCER, New York
RAILWAY ELECTRICAL ENGINEER, New York
RUG PROFITS, New York
SALES MANAGEMENT, New York
STEEL, Cleveland
TIRES, New York

"We are working towards selective selling and are slowly but surely progressing towards concentration of sales effort in the section of each territory with the greatest potentialities. In these sections we are educating our salesmen to spend more time and do more work, calling on the less profitable class of trade at less frequent intervals and contacting certain classes of trade very seldom."

Since so many market statistics are compiled by counties, many companies find it desirable to adhere to counties in territory layout, even though they may be grouped so that one salesman may be working in two or more states. This is true of the Snow King Baking Powder Company, of Cincinnati.

"Certain natural divisions determine these groupings. For example, between the Mississippi and Tennessee Rivers, there are approximately 20 counties and one man can work this territory very nicely with a little section of Kentucky or a section of North Tennessee.

"As we do not call on our trade more than three or four times a year, we necessarily have large territories—30 to 40 counties. Keeping to county lines is useful in sales analysis work. It is no trouble at all in shipping orders to have the county and shipping point appear on the bill of lading. If we carried our sales only by jobbers, in North Mississippi, for example, about 60% of these shipments would show up under Memphis; but on the county plan (duplicate invoices are separated by counties at the end of each month) sales show up under the counties into which our goods were shipped. Thus we are able to see what

"Further, if we carried our sales only by jobbing customers, one might be showing quite an increase, but this

ARMOUR & COMPANY'S "Meal of the Month" campaign, an innovation in packing house advertising, has already brought the Chicago firm a healthy increase in business and new outlets. Officials declare that the plan now in operation is the first to provide meat dealers with a complete merchandising program.

Directions to store decorators advise leaving gaps in pyramids of cans. The gaps make the display look alive, as if sales were being made from it, and show that this is not merely a stack of dummy cans. That is but one item in the program which is planned in minute detail until August. It will run indefinitely.

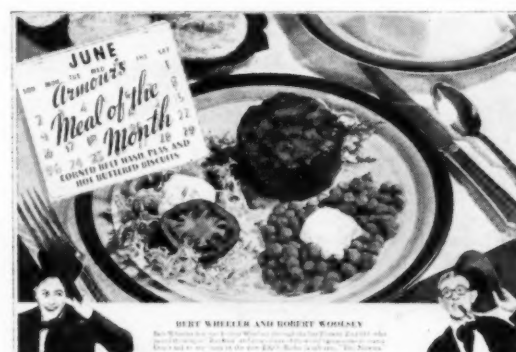
In April W. C. Fields endorsed a "Meal"; Ginger Rogers spoke up in May; Wheeler and Woolsey, film funsters, endorsed June's dinner; July will see Ann Sothern and Gene Raymond testifying; and in August Cecil B. DeMille and his daughter Katherine

might be all in one section, while he would be actually slipping in another section. Or, it might be because he was expanding. But on our county figure basis, we know pretty well just

(Continued on page 42)

Armour salesmen are trying, with considerable success, to get restaurants and hotels to put the "Meal of the Month" on their menus.

On the radio, Phil Baker's weekly broadcasts plug the selected provender and full pages in women's magazines and the *S.E.P.* repeat the story. Newspapers used include the *Chicago Tribune*, *St. Louis Post-Dispatch*, *New Or-*

[illegible]

Not only does Armour do Mrs. Housewife's meal planning for her—while tempting her appetite beyond resistance—but it sees that her dealer has all the ingredients of the "Meal of the Month" displayed together, ready to be bought at the wave of her hand. Result: Predestined success!

leans *Time-Picayune*, Cleveland *Plain Dealer*, Indianapolis *Star* and Philadelphia *Inquirer*. It is estimated that these publications, plus the 42 radio stations of the NBC network that are employed, give an 80% coverage of U. S. customers.

Armour was so confident that the campaign would be a winner that no test was made of the idea. From the first, the big smash has more than paid its way in salesmen, dealer and customer response.

Snapshots

The State of New York cuts loose with a color page in the S.E.P. on Saratoga Springs, "the first real Spa in America. Here Nature gave to mankind medicinal springs of priceless beneficence. Here is now provided a 'cure' resort worthy of these incomparable, naturally carbonated waters. . . . The waters are bottled by the State of New York." It's an innovation for the State to advertise Saratoga nationally. A chart shows how near the Spa is, in hours, to cities all over the continent.

SAFeway STORES, chain grocers, put sand in the gears of price-cutters on the Pacific Coast. At NRA's demise a number of grocer rivals announced food at lowered figures. Safeway slapped full page ads into Los Angeles dailies stating: "We will pay standard prices on all these items." Bargain-hounds rushed to buy "loss leaders" and resold them to Safeway at a near profit. Price-cutters yelped—and stopped shaving prices. Safeway officers declare they will follow the same procedure in other places where loss leaders are introduced.

GULF REFINING follows the same procedure in issuing a booklet, "15 ways to save gasoline money." Motorists are advised how to start their engines, how to accelerate, how to stop, and so on, for maximum reduction of the gasoline supply. Instead of stupidly clamoring, "Use more gas," the pamphlet, by showing a driver how to save it, and how to care for his car in other ways, brings forth the reaction, "These folks must be pretty square. I'll try a tank of that 'good Gulf gas.'"

TEMP-URD is the name of a new process for treating wood, developed by Pyratone Products Corporation, Chicago. The wood is maintained in a vacuum and submerged in a liquid, synthetic resin, then cured at 200 degrees F. for 100 hours. This impregnation gives hardness, resiliency and resistance to chipping and splitting. Wood for nearly every purpose may be so treated. On handles, bowls and trays a second coat brings out the natural grain glossily and ends warping and scratching. Paper, pulp and plaster of paris can also be Temp-Urd.

WHEN BENDIX PRODUCTS distributors and salesmen foregathered for a convention at South Bend there was plenty of brass tack sales, advertising
JULY 1, 1935

and engineering confab. Good, clean fun, however, was not forgotten. Sample: Bogus money, with pictures of Bendix executives, was supplied all those present. The money was used for "gambling," in any form that fancy dictated—only marked cards barred. Merchandise prizes were given to the men with the most dough at the final banquet.



Pseudo-altruism pays?

Back in December, J. Allen Hovey inquired, in SM, "Why can't one of the motor magnates give, oh, a measly column 'way over on the left side to telling folks how to drive safely, considerably, intelligently?" GENERAL MOTORS is doing that very thing. Reproduced herewith is the illustration from one of GM's series under the arresting headline, "We can engineer every safety factor into our cars except two . . . road and driver." The picture's caption explains, "These hands would be better prepared to meet emergency if they grasped the rim of the steering wheel, opposite each other, at the points of greatest steering leverage. . . . Won't you remember that when you're driving—and meet us halfway in helping to make your motoring safe?" Mr. Hovey's contention that such pseudo-altruism pays dividends remains to be seen. How 'bout it, GM? Does your campaign for careful driving create more sales?

J. N. BAUMAN moves from assistant sales manager to sales manager of the White Motor Company, Cleveland.

COLGATE's tooth powder mystery program on station WOR is a bonanza for the telegraph companies. Once a week, at 7:30, a crime is enacted. Listeners telegraph their solutions into the station lickety-split. At 9:15 the winning solutions are announced over the air and prize money is sent by wire that night. One week, 1,471 telegrams poured in. The speedy contest was originated by the Benton and Bowles agency.

"It cuts deeply into the consciousness and imagination of its readers"

that's why

THE **American** MAGAZINE

wins consistent applause from advertising men:

"Your editorial people are to be congratulated upon the fine job they are doing."

Egbert White, *Vice-President*
BATTEN, BARTON, DURSTINE & OSBORN, INC.

* * *

"A grand job has been done by The American Magazine!"

Franklin Bell, *Advertising Manager*
H. J. HEINZ COMPANY

* * *

"I have been watching the development of your new editorial program with much interest and wish to compliment you on its effectiveness."

Thomas D'A. Brophy, *Vice-President*
KENYON & ECKHARDT, INC.

* * *

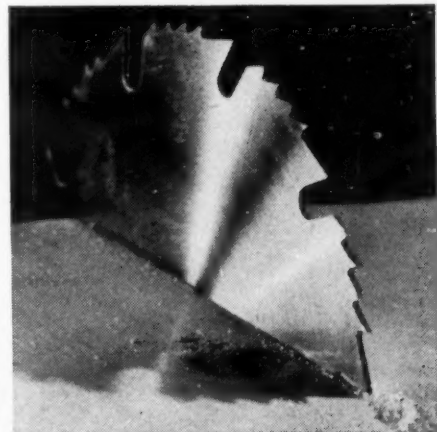
"It is one of the very few magazines which I take the time to read. I find all of its features interesting and enjoyable."

Howard J. Mountrey, *Vice-President*
THE BORDEN SALES COMPANY, INC.

* * *

"I think you are doing a splendid job with this publication."

Edwin O. Perrin, *Vice-President*
McCANN-ERICKSON, INC.



Sales Signposts Across the U. S.

(Continued from page 20)

balance. Since then our deficit has slowly accumulated, until June 30 may show between \$70,000,000 and \$80,000,000. In 1933 we managed to keep outlay within income, but could only clear away a small part of the accumulated deficit (as of 1932).

"The expected minus figures are not so large (being an accumulation), however, when you consider we spend up to \$300,000,000 yearly.

"No essential state activity is being neglected under our current economy program. Excessive taxation, so far, has been avoided. We've had to raise the income tax rate once, may have to repeat. But the state's bonds are selling higher than those of any other state; the state's credit is A-1."

New York Farmers Better Off

We turned to the state's dairy interests, improving because of control methods somewhat in harmony with AAA edicts, but still far short of yanking the milk producers much out of the red.

Apple business was below par. The grape industry is doing average well, thanks to New York state wineries. The vegetable growers, centering in Long Island and along the Hudson and Mohawk valleys, are anything but Croesuses in these days of crisis.

Cleveland, June 20

In an industrial picture streaked with strife, reflected daily in the press wires serving the nation, Cleveland looms up, nonetheless, as a city more sinned against than sinning. It took four days here to sound out the undercurrents which, once disclosed, seem to make this at once a proving ground for campaigns of labor vs. capital and an arena in which, like the phantasm of a new day of chivalry and cooperation, moves the faintly seen, gradually evolving figure of a real industrial democracy.

Here the tide of a friendlier feeling between employer and employe appears to be gathering strength, and although racketeers ply their sinister trade in many underground channels, and some more openly, labor, widely unionized and insistent on a fair deal, has taken on fresh dignity. I refer particularly to the way in which it has jumped into the breach following the collapse of NRA. Union leaders are no knights in shining armor, but they have carried their spears for both producer and entrepreneur in more than one fight hereabouts.

Witness the chisellers who, for a time, were hiring negro roustabouts to unload produce at a wage of one pint of cheap gin per roustabout per car. Organized labor put a stop to that, and so effectively that capital was more than glad of the cooperation.

"Union" Wives Fight, and Win

Let us look again at the organization of consumers, wives of union workers all, now 18,000 strong in this one city, who are telling retailers why the New York City viewpoint on price-slashing does not pay, and cannot pay in the long run. Their methods are flexible, but very effective. The results have been remarkable. Here is an example:

The X chain of drug-stores widely advertises a series of loss leaders, several of them union made goods. The object for the retailer is volume—regardless. Does the wife of the laborer rush to avail herself of the nominal saving? She does not. There is a quietly concerted buying wave in which the costly loss leaders are exhausted rapidly. They are re-sold at wholesale price to regular retail outlets which protect the safe price level which is threatened. Sandbagging? Yes, for a leaky, dangerous dike. In print these women said, "In these trying days following the Supreme Court decision, if any greedy or traitorous retailer attempts to embark upon a price war featuring 'loss leaders,' they will find us right on the firing line—and we will be there until the last gun is silenced. . . . While they are seeking some transitory or imaginary advantage by featuring 'loss leaders' they will be compelled to stand by and witness the greatest demonstration of 'loss leader' BUYING that has ever come to their attention—a demonstration that will linger in their memories long after the day when they will have ceased to be a factor in the mercantile life of the Cleveland industrial district."

Again, Cleveland millinery factories are all but shut down for lack of orders. Cleveland department stores are waiting to see just how cheaply style lines from New York will be merchandised as the price-cutting capital of the nation reacts to the dying scream of the blue eagle.

Cleveland buyers are then "invited" to attend a mass meeting of housewives, thousands of them. Officially most of the stores decline. Unofficially, they are pretty thoroughly repre-

sented. Boycott threatened? Not exactly.

But it is made rather plain that union labor in Cleveland would like to see its employers, the millinery makers, get a fair break. It might be to the advantage of Cleveland stores to give a fair hearing to Cleveland-made merchandise, prepared, if it seems to approximate average availability, to stock it, and let New York proceed to set weasel against weasel.

Wives of union labor are personally pledged to buy from stores that adopt this policy. And a number of very powerful organizations do adopt this policy. Cleveland merchandise first, higher-priced, perhaps, than the cut-throat distress lines being rushed by air-mail from the garment centers of Manhattan. But merchandise that in itself carries an implied continuation of the NRA pact between labor and capital not to deflate consuming power for the sake of temporary turnover.

Back of this movement is a rather vehement, gray-haired gentleman by the name of Kennedy, who sells advertising for the *Cleveland News*, leading labor organ of the industrial region. He used to buy and sell small municipal water works plants, and when he turned his mind towards the problems of stabilizing consuming power on behalf of the worker, as well as the manufacturer, he centered his attention on the concentrated power of the consumer as represented by the women-folk of a highly organized city.

Four years ago he began the campaign with a baker's dozen of members in his consumers' union. "Just another shakedown—we'll humor them," was the feeling among stores and industrialists. Hundreds of tickets to that first picnic supplied the sinews of war for what now promises to be a nation-wide movement.

"My plan is to work with women who are responsible for the well-being of families and teach them to be intelligent consumers," says Kennedy.

"If they want their men to keep their jobs, they won't fall for merchandising rackets. Ours is a program of education purely; both of the consumer and the retailer. We don't want it to grow too fast. We want to bar the scores who are trying to muscle in for what is in it for them as would-be organizers. We had to plead with the Chamber of Commerce not to oppose us, because, if it had, our members would have grown too rapidly, and our too enthusiastic newcomer might have gotten out of hand. The Chamber didn't oppose us—at least not openly."

Then there is the story of Robert F. Black, new president of the White Motor Company, whose O.K. on a campaign of full page publicity, addressed largely to the sense of fair play and of proportion he believed inherent in his 2,500 striking workers, brought them back to their lathes and benches inside a fortnight. Stanley Seward, promotion manager, and a highly competent publicity staff share in the credit for a job of employer-engineered peacemaking that has seen few if any parallels. Cleverly combined with the industrial peace plea was a whale of a lot of institutional advertising for a plant whose beginnings root deep in the firmer soil of automotive history.

Union pickets were invited to play baseball while waiting around for the strike breakers who never materialized. (Black couldn't have replaced his skilled labor; he well knew it.) He provided them with new bats and mitts and enough balls for two or three games. After a while, they began to mow the lawns around the plant, and tidy up the place generally. And, after a while, the watchmen they themselves had left to guard the machinery they themselves had covered when they walked out, were relieved of "strike" duty. I saw them back at work, gouging out gears, truing shafts and pinions, lining up bearings to the ten-thousandth of an inch. "Nobody ever wins a war or a strike," declared Black. Well—common sense won this one.

New Deal Spirit Marches On!

Cite if you wish the dozen or more major strikes that seem to be emitting sulphurous fumes of unrest from the social caldron day after day in Cleveland, but it still begins to look as though one commodity has found a growing market there, cleaving a widening path for new prosperity. That commodity is the real spirit of what some lament as the "late New Deal." Late, perhaps. But perhaps not too late. Ask Mr. Black.

Other plants have their troubles, will have them. But out at the great Addressograph-Multigraph factory, for instance, even while executives are wrestling with labor chiefs over a program that carries, scarcely concealed, a demand for the closed shop, sales figures mount and the command is "forward."

Ray Winger, veteran sales chief for Multigraph end of it, points to quotas exceeded in several territories, substantial increases widely distributed. "So far as we are concerned, the depression was over long ago," he says.

JULY 1, 1935

WE suggest consideration of some of the following types of market studies: SALES ANALYSIS—store inventories, competitive position, dealer cooperation, effectiveness of sales story, lost sales, frequency of purchase, sales quotas, price situation, prospect segregation, brand switching, distribution, product trends, product uses; PRODUCT ANALYSIS—design, new product test, package test; MEDIA—market reached, circulation, duplication, readership, advertising effectiveness, types of people; DEALER SITUATION—store display, laboratory stores, dealer discounts, style trends; ADVERTISING—copy testing, measurement of appeals, relation of coupons to sales, window displays, advertising effectiveness; PUBLIC OPINION; MERCHANDISING—effect of sampling, use of dealer aid materials, demonstrations, sales effectiveness of display; RADIO—program selection, audience measurement, popularity trend, sales effectiveness.

Years of experience are brought to Market Research Corporation of America by Percival White, President, and Pauline Arnold, Vice-President, and a staff of marketing, merchandising and psychological experts, with 3,000 local investigators throughout America.

Market Research Corporation of America

Rockefeller Center
New York
Circle 7-1657

120 S. La Salle St.
Chicago, Illinois
Central 2520

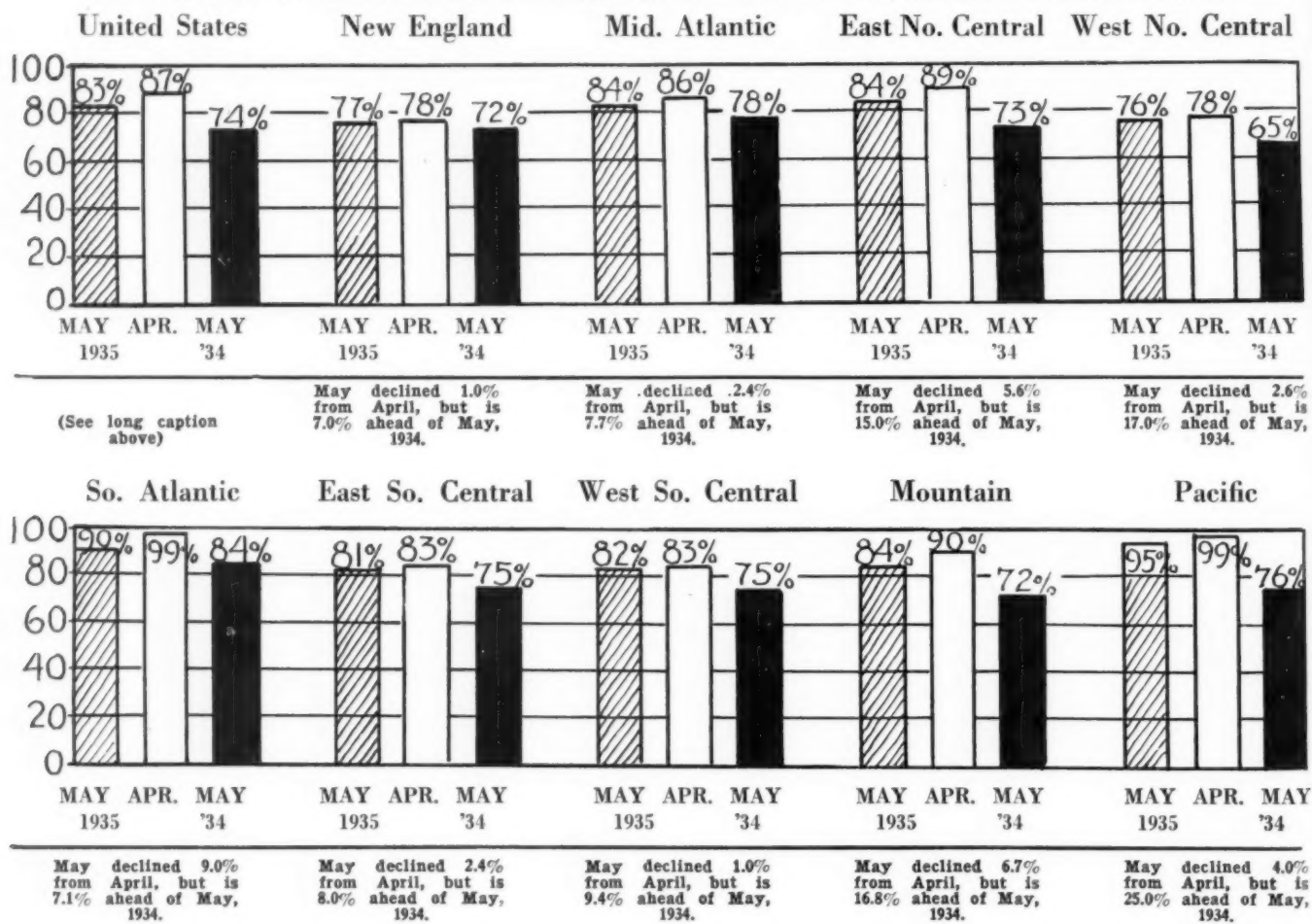
Sales Management's Sectional Index of General Business

(By Geographical Census Divisions. Monthly Average 1923-25 = 100)

BY RAY B. PRESCOTT

(The state of business expressed in terms of percentage approach toward the "normal" average of the years 1923-1925. The horizontal bar represents normal. The designation of districts follows the standard breakdown used by the Bureau of Census. The index numbers used, as determined by Ray B. Prescott, are a weighted composite of bank debits and retail sales.)

UNITED STATES: As might be expected, general business showed a decline after the Supreme Court decision returned American industry to the business man. The reaction was noted in a decline of 4.5% for the country as a whole. But business activity still remains 12.2% ahead of May, 1934. It is quite probable that, during the period of readjustment, general business may register still further declines, but nothing of any drastic nature is expected unless future legislation is passed, creating further uncertainties. Basically there are extremely strong forces operating towards recovery—provided they are left alone to function. The rest of the world is showing much real progress. Sections of the country, individually, showed setbacks from 1% to 9%, but they still are ahead of May, 1934.



In my Albany letter I mentioned Greyhound. I wasn't riding in one of their new and rather revolutionary buses, but I got part of the story there and a real load of it here in Cleveland. It won't be long now before they will replace every one of their 2,200 buses throughout the country with a new streamlined model that is revolutionary both in design and comfort. It is two tons lighter and has the engine over the rear axle. The company will save much money on both gas and lighting expenditures. The interior is much roomier; all the baggage is underneath. They're to be G. M. built out at Pontiac.

That is rather significant with re-

spect to Greyhound's faith in its place in the transportation field, and in a way might be taken as their answer to the moves which many of the American railroads have made in re-designing cars to make them look better and more comfortable, both through better seating and air-conditioning. In spite of greatly increased competition from other bus lines, as well as from rail and air, and despite threats of national regulation, Greyhound is forging ahead. These new buses, remember, cost \$15,000 or better apiece, and 2,200 of such buggies involves a sizable investment. Greyhound is certainly backing its faith in a big way!

Stores Sell Refrigerators But Shops Harass Them

Department stores will do between 25 and 30% of the electric refrigerator business of the country this year, according to the estimate of Ralph C. Cameron, manager of department store division of General Electric's specialty appliance department. However, in the New York area, department stores find themselves competing with little shops and dealers carrying no stock and selling at sub-standard prices, who send customers to "see our refrigerator" in the department store displays. Some manufacturers are trying to check this nuisance.

10,000 Women Tell What Kinds of Advertisements They Like

(Continued from page 11)

products, Del Monte, Libby, and Heinz are also typical of what people like in advertising. Truth, information and pleasing presentation are all represented in these advertisements."

There was a conflict of opinion on whether advertisements should deal with people and scenes familiar to the average housewife or whether beauty and elegance to which she was not accustomed was most appealing.

Frequently mentioned were the advertisements of Lucky Strike and Fisher Bodies. They seemed to typify what these women wanted to be. On the other hand, almost an equal number expressed a liking for advertisements which talked to them in their own language and called forth the memories of things they had seen and pleasures they had experienced.

The Chesapeake & Ohio kitten advertisement, for example, was mentioned by several with some such comment as, "You would never have thought they were advertising a railroad." Babies and children were mentioned by many.

What the Housewife Wants

The housewife wants information—food recipes, hints on new uses for old products, and the like. A Detroit report says: "*Almost without exception, advertisements making favorable impressions do so because of some sort of information given.* They help the housewife. Recipes seem to outweigh all other favor-building features. Human interest in connection with recipes evidently has some weight in ads, since Royal baking powder, Campbell soup, and most of the contest ads mentioned all have a definite human interest tie-up."

A spirited plea for copy specifically directed to them and their interest comes from farm housewives. A Webster City, Iowa, report says: "Farm housewives invariably admit looking at the advertisements ahead of the reading matter, while their sons and husbands like to discuss the new points of their favorite makes of cars. People are interested in advertised products which individuals like themselves are portrayed as enjoying. They are likely to pay no attention to too sophisticated set-ups."

This advice should be accepted with discretion, however, for from the neighboring farm district of Belton, Missouri, comes this comment: "The younger matrons are enthusiastic over

the color and sparkle of foods, such as Royal and Knox gelatine, Swift Premium hams and Campbell soups, and the sweetness of Ivory, Vanta & Johnson babies. The advertisements featuring household interiors, such as Armstrong's linoleum and Simmons Beauty-Rest mattresses are valuable and popular, since they give glimpses of 'dream house' rooms and may be the sources for future decorating or remodeling, while the tables set with Community Plate or Rogers, Kraft cheese, etc., are the starting points of many parties."

Some Huzzahs for Radio

More specific comments were made about advertisements in magazines than about those in any other medium, but many field workers said that in their cities, magazines did not have as great an influence as newspapers or the radio. From Texas: "Many housewives who take the magazines do not read the advertisements, rather do they look for advertisements of their grocer in the home town paper. Manufacturers should tie up with the retailers."

Radio came in for many comments. Colorado: "Radio advertising seems to appeal to many busy housewives, such as farm women and those with children."

Mount Joy, Pennsylvania: "The question about favorable and unfavorable advertisements should have included the specific questions: Have you a radio? Do you tune in daily? What programs do you prefer? Radio advertising gets into many homes where magazines would lie on the bookracks and be glanced over slightly."

A Warwick, New York, investigator reports that "Many, many housewives, tired of every-day corned beef and cabbage, are turning to the appetizing and delicious recipes heard over the radio"; while an Enfield, North Carolina, investigator made an interesting experiment. "Some said they never noticed advertisements, others that they noticed them in a passive way and then quickly forgot them. Just as an experiment I asked each of them to name some radio program and the product advertised. Even those who did not own a radio were able to name at least one program and its advertised product." Incidentally, this Enfield investigator puts in an interesting comment about dominant display: "I found that of the advertisements remembered, the cigarette ad-

vertisements were in the majority. My conclusion here is that the advertisements of the popular brands usually take a full window display and occupy full pages."

A San Francisco report says that people are getting lazy about their reading and that "radio takes so little effort. People can get their amusement that way, and there are people I know who always buy the suggested product whose programs they enjoy. I know a home where you can tell what is on the shelves because you know exactly the programs the family listens to—programs such as Warden Lawes' liniment; Amos 'n' Andy toothpaste; First Nighter Italian Balm; Ma Perkins' Oxydol; Betty and Bob Bisquick, etc."

A San Antonio report gives radio a pat on the back, but adds that "only a concerted campaign which hammers at the consumer through *all* his senses gains personal contact and invites his participation. Radio advertising is especially influential in creating a background for the other forms by making the consumer conscious of the product. It reaches him while he is in a pleasant mood, and constant repetition over a period of months produces a definite impression."

Chef Survey Shows Half Prefer Imported Wines

Hotel chefs in this country—94% of whom now use wine for cooking—have more wine recipes for Lobster à la Newburg than for any other dish. Seafood and lobster were mentioned first by 57 out of 102 chefs questioned by Modern Science Institute for Owens-Illinois Glass Company. Sauces were mentioned first by 17 chefs and desserts by only two, with many other dishes between. Sixty-nine chefs prefer sherry above all other wines in their favorite recipes, 35 said white wine and 21 red wine.

It seems that 25 of the 102 chefs are French, 17 German, 14 Swiss and 12 American with a mere scattering of Belgian, Spanish, Italian, Hellenian, Austrian and one Negro, yet only 47% prefer imported wines, 39% prefer domestic and 14% have no preference.

Machine Tool Show Resumes

All of the 250,000 square feet of space for the 1935 show of the National Machine Tool Builders' Association in the Cleveland, Ohio, Auditorium, September 11-21, has been sold. This is the first exposition the association has held since the beginning of the depression. Business paper advertising for the show starts this month. Roberts Everett Associates, Inc., handles publicity.

MARKET RESEARCH Is GROWING!

The July, 1935, issue of MARKET RESEARCH is the first to appear in the increased size which will henceforth characterize all issues. An increased amount of material will accompany the larger format.

Read the list of contents:

Watch Voluntary Habits of the People! by W. B. Geissinger, Advertising Manager, California Fruit Growers' Exchange.

Safe and Sane Contests
by Elsie M. Rushmore

People's Wants in the Conduct of Business, by Paul T. Cherington, Cherington, Roper & Wood

Marketing New Products—Part I: Selecting the Product, by Pauline Arnold, Market Research Corporation of America

Senator Copeland Recommends Research (An interview with the Senator for MR)

Interviewing Important Business Executives, by Marion K. Nolan, Market Research Corporation of America

The Book Review is on William H. Lough's "High-Level Consumption—Its Behavior; Its Consequences"

The Current Surveys include reviews on:

Direct Sales From Advertisements
Survey of Dairy Marketing Problems

The American Travel Market

Accidents in the Home

Retail Distribution by Areas

A Sampling Study of Reader Attitudes

Retailing

The Small Town and the Individual Home

Attitudes Toward Rayon

Margin Between Farm Prices and Retail Prices

If you are not already a subscriber, send in the coupon TODAY!

MARKET RESEARCH,

Rockefeller Center, N. Y.

Please enter my subscription for one year for MARKET RESEARCH, beginning

....., 1935.

I enclose \$1 Bill me for \$1 (Foreign \$2)

Name

Position

Company

Street

City..... State.....

[3 2]

What Does the Food and Drug Administration Expect from S-5?

Washington, June 26.

REHABILITATION of advertising, through an increased assurance on the part of the public that their purchases will be more exactly as advertised, is foreseen by W. G. Campbell, chief of the Food & Drug Administration, if the Congress enacts the new Food and Drug bill, S-5, which already has passed the Senate.

Mr. Campbell sees the bill as aiding legitimate business and advertisers. He takes the position that "it is just as easy to tell the truth."

Section 601 of the bill provides that "an advertisement of a food, drug, device or cosmetic shall be deemed to be false if it is false or misleading in any particular relevant to the purposes of this Act. . . . Any representation concerning any effect of a drug or device shall be deemed to be false . . . if . . . not supported by demonstrable scientific facts or substantial and reliable medical or scientific opinion."

Quack Cures Are Verboten

The bill specifically brands as false any public advertisement of a drug or device representing it to have any therapeutic effect in the treatment of Bright's disease, tuberculosis, cancer, infantile paralysis, venereal diseases and heart and vascular diseases.

There are those who believe that enactment of the bill would result in a whole new approach in advertising, not only by those who may now be practicing false advertising, but also by the legitimate advertiser, who, under the proposed Act, would no longer be forced "to meet fire with fire," as is now sometimes his distasteful necessity.

Government representatives are reluctant to venture opinions as to the outstanding changes in this new advertising approach, preferring to leave this to "advertising experts." However, off the record it is said that it is likely to stimulate the decade-old "you" type of advertising, and that the "you" element probably will have more to do with what is to be expected than what is merely desired.

There is difference of opinion as to the total volume of business in drugs, devices and cosmetics that would be adversely affected by the Act. The Food and Drug Administration prefers to think in terms of what is to be prevented in the future, rather than to what is to be immediately affected.

It is to be remembered, too, that this

legislation would directly affect only interstate business, though indirectly it is expected to result in the tightening of intrastate food and drug laws in many of the states, practically all of which now have some legislation.

One authority, not to be quoted, sets the annual volume of illegal business—that is, business that would be illegal under the proposed Act—at one billion dollars. This seems large, especially in view of the fact that the total volume of drug store business in 1933, the last year when a census was taken, was but \$1,600,000,000. And yet, it is pointed out, to what is handled by drug stores must be added the tremendous volume of goods, articles and "services" that are sold to a hopeful or worried public through mediums outside the regular business channels. There is one little man who is big in public life and who is reputed to have spent a small fortune on devices which he believed would increase his stature. Then, too, there are the many concoctions that are sold, and often made, by peddlers and canvassers, who offer no record of the extent of their business aside from their great number, especially in the out of the way sections of the country. Many of these persons operate across state lines and, therefore are expected to be reached by a Federal law.

"Lost Manhood" Bunk on Skids

While talking with those who have examined so-called abuses of advertising a sheaf of popular magazines were scanned. Needless to say, these particular periodicals were not designed for the intelligentsia. Sex restoration, the liquor habit, hair growers, high blood pressure, pyorrhea, rheumatism and stomach disorders are labeled with pictures and legends such as "Let's Go Places and Do Things," "Are You Delayed Again," et cetera. These are the offenders from the department's point of view. This copy will be banned.

Despite their dissimilarity, it seemed logical to ask whether or not such well known national advertisers as Listerine or Absorbine, Jr., would come under the ban with their copy advertising "Athlete's Foot" and "Halitosis."

C. W. Crawford, chief of the Interstate Division of the Food and Drug Administration, who has collaborated with legislators in preparing the legislation, cleared up this point: "There are three large national advertisers I think of offhand whose offense, if any,

SALES MANAGEMENT

is minor. The subject of their copy will come up, naturally. And suggestions or recommendations may be made by the Administration. However, while we anticipate a possible change in advertising approach on their part, we do not intend to put any pressure on legitimate business. We are only out to get the quacks who offer cure-alls by thoroughly deluding the public."

Mr. Crawford went on to the gist of the department's attitude: "All these will be judged on the best scientific information we can acquire, revealing the truth with respect to the claims in the copy."

In the event the bill S-5 passes the House, the personnel of the Food and Drug Administration will come into considerably more prominence. The staff includes, W. G. Campbell, chief; assistant chief, P. B. Dunbar; assistant to chief, F. B. Linton; chief of Interstate Division, C. W. Crawford; Import Division, A. E. Taylor; Division of State Cooperation, W. S. Frisbie; Food Division, W. B. White; Color Certification Section, H. T. Herrick; Insecticide Division, C. C. McDonnell; Naval Stores, F. P. Veitch; Microanalytical Division, B. J. Howard; Drug Division, E. E. Nelson.

Representative James M. Mead of New York is author of the companion Food and Drug measure in the House. Although he does not comment on his attitude towards all phases of the legislation, he is understood to favor modification of the advertising and cosmetics sections of the bill, and might, it is indicated, favor having these under the jurisdiction of the Federal Trade Commission.

Meanwhile, the bill S-5 is in House Interstate & Foreign Commerce Committee. The sub-committee has not been appointed. Until this has been done, and committee favor gauged, it is difficult to presage the fate of the legislation at this session. If it gets to the floor it will be passed and become law this year.

Hawk

Counter Freezers Cut Into Ice Cream Volume

(Continued from page 12)

One company claims it had convinced a great ice cream manufacturer that the spread of counter freezers could aid instead of hinder the ice cream business by offering a wide market for "mix" to be sold at higher profit and with less loss than ice cream, and by increasing the popularity of ice cream everywhere. It was on the point of selling 500 counter freezers to the ice cream company to

be used in the development of new "mix" business.

Up to now very few ice cream companies have gone into the "mix" trade. One or two smaller ones are trying it, but dairy companies are the main suppliers.

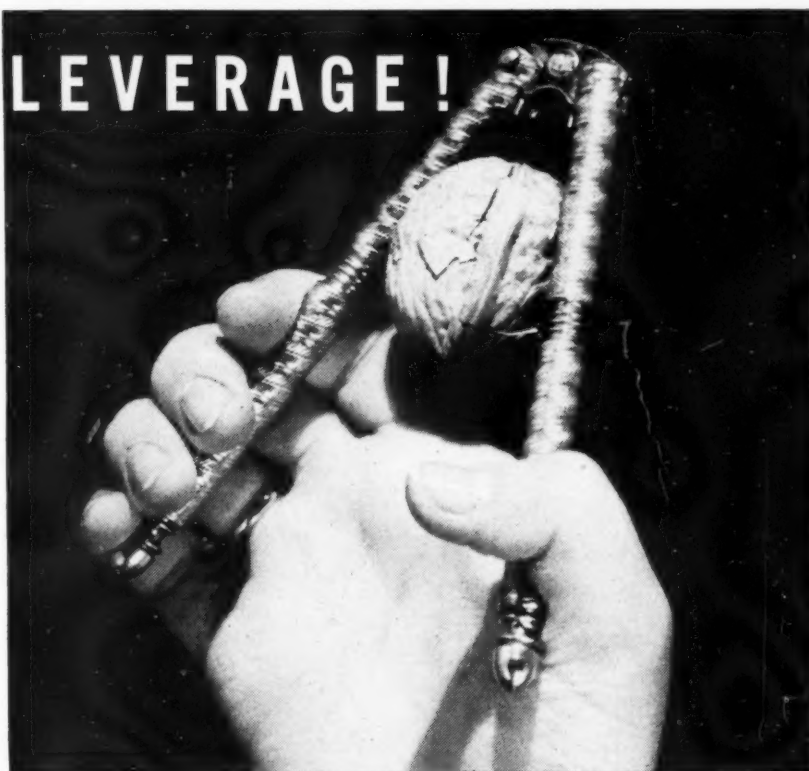
The counter freezer is going to take some of the winter down curve out of ice cream selling, according to C. Q. Sherman, sales manager of Bastian-Blessing. He feels that the public can be induced to eat more ice cream served in its semi-soft full-flavored condition, direct from the freezer before it is put into hardening cabinets.

He tells SM a new-type counter freezer is about to appear which will make ice cream of a wide variety of flavors in 30 seconds. It may even

be operated by the public on the nickel-in-the-slot basis.

Today the sales curve for counter freezers is bending upward as prices trend downward. Most machines, complete with hardening cabinets, that cost \$3,000 and more a couple of years ago are priced under \$2,000. The maker tries to get 25% down on a two-year contract, with financing in the hands of standard finance companies. The industry gets more friends as volume of freezers increases. Companies making extracts, paper containers and other such supplies are creating special departments to contact owners. "Mix" makers are strong for the business.

So the counter freezer industry grows in spite of commercial ice cream opposition.



● When the leverage of editorial leadership cracks the hard shell of normal reader complacency, advertising finds "good pickin'." Intrigued readers and alert advertisers together have helped Mill & Factory achieve all-time records in *both* circulation and advertising volume *this* year. It points an opportunity.

MILL & FACTORY
A CONOVER-MAST PUBLICATION

Advertising Offices:

NEW YORK
205 E. 42nd St.

CHICAGO
333 N. Michigan Ave.

MEDIA and AGENCIES



Ladies of the Morning

Because a large proportion of New York City newspapers are not home-delivered but are purchased at newsstands, the impression has got about there that morning newspapers go away from the home and evening newspapers go into it. In other words, that morning newspapers are chiefly for the men and evening for the women.

Both morning and evening newspapers there, however, the New York *American* believes, are hermaphroditic. Women read the morning papers and men read the evening papers.

The *American*, a morning paper, set out a few months ago to prove the first point, and to profit by it. Women *do* read their paper, the *American* people knew. They set out to get more advertising of products directed primarily at women by showing advertisers unusual and tangible evidence of women's interest.

One of the things they did was to launch, last November, the New York *American* Homemakers' Club. A group of leaders of various women's clubs was brought together and told about the plan. The new club would be competitive with none of them. It would in a sense foster the objectives of all of them by helping New York women generally in their business of running their homes and families. The club women liked the idea. A "leader nucleus" was established. An advisory council was appointed, consisting of heads of 19 clubs in the New York area. Executives of the club are New York *American* people, with Elsie E. Wilson, secretary.

Dramatizing Homemaking

In January a modest campaign for membership was begun. Women readers were asked to send 10 cents for membership certificate and card. Some 15,000 of them have enrolled. In addition to "credentials," they are sent a scrapbook for clippings of recipes and other information. Monthly a booklet is prepared for them. The subjects include budgeting, home management, gardening, child health, etc. In the course of a year, it is expected, a "homemakers' encyclopedia" will be developed from the booklets. Members may get the booklets for 10 cents each. Price to others is 25c. Each carries a coupon application for membership in the club.

The *American* has long had a number of features of interest to women. One of these is Prudence Penny's column on cookery. Miss Penny holds 10 or 15 meetings with groups in various parts of the city, and one larger meeting each month. Attendance at the smaller meetings averages 150 to 250; at the larger, several thousand. She gets 105,000 letters a year from New York women. As the plan developed she also became editor of a weekly "Prudence Penny homemakers' department."

Other features appealing to women also were developed and increased interest in existing features shown. A daily bridge problem was started on the woman's page. A deck of cards was offered for each solution. In six weeks 65,000 people partici-

pated. "Tillie the Toiler" is a regular cartoon feature of the *American*. Recently the paper held a "Tillie the Toiler" contest for dress designs. Eighty thousand women took part. One morning Prunella Wood, who writes about fashions, mentioned a wash dress. In the next few hours 1,000 letters, 1,500 phone calls brought the query, "Where can I buy it?"

One feature, of interest to Mother through the younger generation, is the "Junior Bird Men." It appears daily. Since it was started in New York last Summer, 71,000 youngsters have enrolled.

Whatever Father may read on the way to work, the *American* people are quite sure that Mother and the family are not bereft. The Homemakers' Club plus the other features of interest to women have been dramatized to advertisers.

Prior to the launching of the club, the *American* carried little retail food advertising. In February the A. & P. came in. After that came the Royal Scarlet Stores, Daniel Reeves, George W. Loft markets. The increased interest in food attracted advertisers in related classifications.

The club plan really got under way in February. In March and April the *American* led the New York morning papers in retail food lineage with a volume four times as large as any of the others. In May the *American* led, in this classification, all the newspapers of the city.



Hugh Kendall Boice, v-p in charge of sales, and H. Leslie Atlass, v-p in charge of the Western division, do not look exactly downhearted as they pose at Columbia's booth at the recent A.F.A. Convention in Chicago's Palmer House. They like the upturn in the network's sales curve.

For the Feeble-Minded

Jack Tarcher, of Hommann, Tarcher & Sheldon, calls our attention to a story which appeared in the June 15 edition of the

New York *World-Telegram*—a description of a new course of study to be inaugurated by Thomas Jefferson High School next term for students who are unsuited to academic high school studies. Entering students with an i. q. below 80 are to be assigned to it, and those who prove to be unable to pursue regular courses after a try-out also will be assigned to the special classes. Difficult subjects such as mathematics and foreign languages will be omitted for these backward students, but they will be taught such things as art weaving, mechanical arts, cooking, nursing, everyday arithmetic, typewriting and advertising!

The First N.B.C. Sales Management Conference

Fifty-one executives of the sales organization of the National Broadcasting Company, representing the Eastern, Western and Pacific Coast divisions, attended the first Sales Management Conference of the organization, June 24-25, at the Westchester Country Club, Rye, New York. Edgar Kobak, vice-president in charge of sales, assisted by Roy C. Witmer, vice-president in charge of sales operations, headed the conference, which was devoted to consideration of both internal policies and general broadcast advertising to the end that radio time buyers may have improved facts and facilities in their contacts with N. B. C. Sales theme—no knocking of other media; emphasis on (1) advertising, (2) broadcasting, and (3) N. B. C.

Star to Cowles

Controlling interest in the Minneapolis *Star*, liberal evening newspaper, has been purchased by John Cowles and Gardner Cowles, Jr., of the Des Moines *Register and Tribune*. Associated with them as a large stockholder is Davis Merwin, publisher and part owner of the Bloomington, Illinois, *Pantagraph*. All of the *Star's* present executives and employees will remain under the new ownership, with the Cowles interest represented by Truman D. Weller assistant to the publisher.

The *Star* has made a rather remarkable comeback since being brought out of receivership 11 years ago by John Thompson, general manager. Its circulation is in excess of 80,000 net paid, of which 55,000 is in the Minneapolis city zone.

New Picture Service

A new service, "Modern Talking Picture Service," was announced last week, under the management of E. S. Gregg. The organization is an offshoot of Western Electric, whose producing unit is Audio Productions, Inc. The service is designed to take the guesswork out of the distribution and circulation of commercial talking pictures, and all details, including publicity, advance notices of showings, printing of throw-aways, stickers, lobby displays, tickets, etc., will be handled from one central office. The service will also offer certified reports on the actual distribution of any film handled. The organization will handle pictures made by any producer, provided that they measure up to certain standards of excellence. The country has been zoned into 17 districts, each one of which is equipped with trucks and reproducing equipment. Audiences are secured either by inviting whole groups such as clubs, lodges, associations, etc., or by invitations issued through dealers of the product which is being merchandised. Last year 62 firms were serviced, although the service had not been formally announced.

SALES MANAGEMENT

Among the companies whose films were distributed by the organization were Ford Motor, Heinz, Goodrich and Libby-Owens-Ford Glass Company.



Dan A. Sullivan



Irwin Maier

Newspaper Men Elect

At the Chicago meeting, delegates to the Newspaper Advertising Executives Association elected the following new officers: Irwin Maier, *Milwaukee Journal*, president; Norman Rose, *Christian Science Monitor*, vice-president; Irving C. Buntman, secretary-treasurer. Elected directors for three years are George C. Steele, *Philadelphia Inquirer*; C. M. Campbell, *Chicago Tribune*; George J. Auer, *New York Herald-Tribune*.

The National Newspaper Promotion Association, also meeting in Chicago, had the largest attendance of any annual convention. They elected the following new officers: Dan A. Sullivan, *Pittsburgh Press*, president; Joyce A. Swan, *Des Moines Register-Tribune*, vice-president; Elsa Lang, *New York Herald-Tribune*, secretary; Charles L. Baum, *Portland Journal*, treasurer. The board of directors was made up of the following: Jacob Albert, *Detroit News*; George Benneyan, *New York Sun*; C. R. Conlee, *Milwaukee Journal*; W. J. Byrnes, *Chicago Tribune*; Harold E. Jewett, *Providence Journal and Bulletin*.

Media Notes

Both *McCall's* and *Redbook* announce higher circulation guarantees and corresponding rate increases, effective with March, 1936, issues. Circulation guarantee for *McCall's* will be 2,375,000 and for *Redbook*, 775,000. . . . Graham Patterson, for many years president and publisher of the *Christian Herald*, has been elected to a similar office on the *Farm Journal*, Philadelphia. Sidney Jenkins, continues as advertising director.

Liberty, starting with the issue of July 27, will use a heavier, whiter, paper stock for black-and-white and rotogravure printing in the United States edition. . . . The *Des Moines Register and Tribune* recently held its sixth annual Carrier Salesmen's Convention and Frolic, with an attendance of 13,000, including 29 advertising and agency executives from points as far away as New York, Cleveland and Detroit. . . . W. E. MacFarlane, president of the Mutual Broadcasting System and business manager of the *Chicago Tribune*, announces that negotiations will shortly be completed to substitute Station CKLW, a 5,000 watt station, operating in Windsor, Ontario and Detroit, Michigan, in place of WXYZ, as available Detroit and Canadian outlet for the Mutual System.

Frank C. Brown, Michigan manager of *The American Weekly* with headquarters in Detroit for the past four and one-half years, becomes assistant Western manager of *The American Weekly*, with headquarters in Chicago, effective Monday, July 1. Mr.

Brown has been with *The American Weekly* since 1929, when he joined the sales organization in the New York office. Previously he was automobile manager of the *Boston Sunday Advertiser*.

Agency Notes

Important account changes in the fortnight include: W. & J. Sloane to Kenyon & Eckhardt, Inc. . . . Garrett's Virginia Dare Wines to the New York office of Tracy-Locke-Dawson. . . . All controlled liquor brands of McKesson & Robbins, Inc., to Gardner Advertising Company. . . . The Spirella Company, Niagara Falls, to BBDO. . . . Jean, Inc., Newark, to W. I. Tracy, Inc. . . . Everlastik, Inc., to H. B. Humphrey Company, Boston.

Also, the Armstrong Rubber Company, Inc., West Haven, Connecticut, to Wales Advertising Company, Inc. . . . McCallum Perfection Scots Whiskey, division of Continental Distilling Corporation, to McCann-

Erickson, Inc. . . . James H. Forbes Tea & Coffee, St. Louis, to Chappelow Advertising Company. . . . Hupp Motor Car Corporation to Stack-Goble Advertising Agency.

Henri, Hurst & McDonald, Inc., Chicago agency, made radio and agency history on June 16 when it launched an "audience laboratory" over WGN. Audiences were asked to submit reactions to test questions involving buying habits, style preferences and attitudes on selling practices, and the many other problems that exist between those who sell and those who buy. Merchandise prizes, ranging from electric refrigerators to meat products, were awarded.

Because of the possibility of competitive conflicts, Marschalk and Pratt, Inc., who were recently employed to direct the radio advertising of Standard Oil Company of New Jersey, have resigned as advertising counsellors of Petroleum Heat & Power Company of Stamford, Connecticut, which is affiliated with S. O. of Indiana.

"I Topped the Market!"

"I'm getting higher prices, by far, than for years!" say Nebraska live stock growers. —\$13.50 per 100 lbs. for steers . . . \$9.70 for hogs . . . \$8.90 for sheep!"

(June 5th quotations)

Nebraska farmers made more profit this year on cattle than ever before in history! On ALL live stock, they made 35% more than last year!

Think what a tremendous amount of money this brought into Nebraska, since the Omaha live stock market is the 2nd largest in the world!

That's just one of MANY reasons why Omaha and Nebraska should be on your schedules. You can reach this prosperous section with one newspaper—the Omaha World-Herald. Reaches 86% of Omaha homes by carrier boy, alone. Reaches 76% of the city-and-town homes in the 12 counties surrounding Omaha. Reaches over 60,000 additional throughout the state.

Carries far more Retail, General and Classified advertising.

DAILY, 127,109—SUNDAY, 124,017 (Apr. 1935)

O'MARA & ORMSBEE, INC.

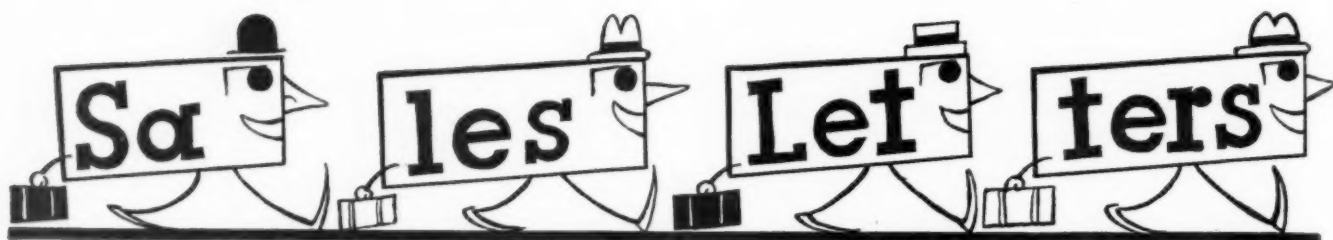
National Advertising Representatives



Omaha is the
2nd largest

live stock market
in the world!

Omaha
World-Herald
1st IN CIRCULATION
IN ADVERTISING
IN NEWS
IN OMAHA FOR OVER 25 YEARS



BY MAXWELL DROKE

Often Summer Resorts Are Last Resorts, Judging by Ads

One of the great unfathomable mysteries always have been why those propositions which basically afford the greatest opportunities for romantic and colorful copy should be habitually presented in such dead-ly dull fashion. Now, you take resort advertising. Yeah, you take it. Candidly, I can't. For the most part, it's pretty stupid stuff. And that goes double for the letters



Maxwell Droke

dispatched by fishing lodges to those who presumably thrill to the lure of a linen line. But here's one I got the other day that's rather out of the routine rut. It's from Connors Lake Lodge, presided over by Mr. and Mrs. Larry Holmes, Phillips, Wisconsin—Mrs. Holmes speaking:

"To Whom it May Appeal:

"We speak of the Right Spot. You can see by the map that ours is the right location—in the middle of one of the few remaining big forests that have never been burned or cut over. Some 10,000 acres with trees said to be 400 years old. Our place fronts on two lakes. That's the setting.

"Here's the set-up: We have an adequate lodge for singles and doubles, and 12 log cabins each with screened porch, living room and two double bedrooms. And we realize that the important things are three: Good Fishing, Good Food, Good Beds.

"About our food—it's properly cooked, plentiful and full of variety. Our cook is just back from a successful season in Florida and knows his fish chowders. We'll cook the fish you catch the way you want them.

"About the fish—you who have been here before know (but let us remind you that the big one that got away last year is a year bigger now!). We've always had good fishing. We're surrounded by lakes and streams that are not fished out, including the famous Flambeau. You may have heard that one before, but if you doubt our word, ask some fishermen who've been here. We deny that all fishermen are liars!

"The place is grand for children, too. There's a nice sloping beach and playground equipment. The C. C. C. army has been cutting new trails and clearing old ones through the woods.

"Why not come up and forget all alphabet worries—except the ABC's of fishing? The mileage map is on the back, but if you come by Soo railroad to Phillips, our car will meet you.

"And here's something a little different: Just because times are better we're not going to charge a fortune. Come up and

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

play with us this Summer.

"Yours for bigger bass, tastier trout, mightier muskies and valiant wall-eyes!"

Henchman, bring forth our bamboo pole and wiggly worms. Let us away!

Reassuring the Co-Maker of a Note Is a Mighty Slick Idea

"If you want to see how fast time really can fly," opines a certain philosopher, "just sign a 90-day note!" At least the maker of an installment plan note has the satisfaction of seeing his indebtedness gradually diminish. But often the endorser is not fully informed as to the status. He can only hope and trust that Oscar is taking care of the obligation like he had ought ter. So it seems to me that this letter, which the Morris Plan Banks use upon occasion, should come to such individuals as a blessed assurance. Incidentally, it affords the Morris Plan another opportunity for legitimate contact:

"Sometime ago you assisted (individual) in obtaining a loan from this company by acting as a co-maker on his note. Your assistance in this matter was, I am sure, appreciated by the borrower. The Morris Plan Company also appreciates the service you rendered to our customer. We feel that it is our obligation to advise you that the loan has been completely liquidated, and your responsibility as a co-maker on the note referred to is entirely released.

"The Morris Plan is a community institution, aiding those who need and can be benefited by its services. It is probable others may seek your advice and assistance concerning their financial problems. You can serve them best by telling them about the Morris Plan—the fair and reasonable interest rates charged, and the convenient repayment arrangement. We assure you every effort will be made to serve those you recommend to us."

A "Please Remit" in Lighter Vein Opens Reluctant Purses

A timely collection letter comes to me through the courtesy of Mr. John R. Howell, sales manager of Sterling Electric Motors. There's no denying that these letters, in lighter vein, often bring the money, where more conventional appeals result only in large allotments of unsullied silence:

"We have all, as children, thrilled to

the story of Midas, the ancient king who had the magical power of turning everything he touched to gold.

"If Midas were alive we'd hire him to touch your account and turn it into President Roosevelt's revalued dollars.

"But, alas, Midas is dead, and, this being the case, we are very frank in stating that something must be done to turn your account into cash.

"The fact that you are on open account is in itself proof of our full confidence in you, but we have a definite policy for the extension of time, and we are now at the limit of that time.

"We are counting on you. The amount is \$....."

It's Pound, Pound That Wears Down Those Granite Buyers

About once a year I repeat in this forum the case of the old Negro pastor who, being asked for his sermon formula, replied, "Well, fust Ah tells 'em what Ah's gwine t' tell 'em; den Ah tells 'em, and aftah dat Ah tells 'em what Ah has done tole 'em." It is, I hold, an excellent philosophy in dealing with the mass mind. I commend it to your consideration.

It is for this reason that I am always glad to see an advertiser make an ingenious re-working of previous advertising. There is, for example, the recent case of the Heinn Company, Milwaukee, loose-leaf binders. This house has been mailing at intervals a series of attractively colored mailing cards featuring streamline developments in trains, automobiles, airplanes, steamships, etc., and deftly pointing the moral that catalogs, too, should be modernized to meet the competition of the times. A most excellent and effective series.

And now, I am glad to see that they have re-worked the series into a pamphlet which they term the "Sketch Book of Modern Catalog Merchandising." And to add a personal touch, this pamphlet is ingeniously stapled to a sales promotion letter. The letter itself is, I think, worthy of reproduction here:

"For some time we have been bombarding you with dramatized facts about catalog merchandising.

"Ordinarily we might owe you an apology for being so persistent. But honestly now, isn't this catalog matter sufficiently important to excuse any amount of aggressiveness on our part?

"Probably no other expenditure you make in 1935 will involve so much money or have such a far-reaching effect on the success of your business during the next four years.

"It is impossible for us to present in this manner more than a few high lights from the experience of successful businesses. What we need to do now is to sit down with you and get down to cases, in terms of your own business. We have a fund of information which we are sure will warrant your swapping your time against ours. . . .

"Just drop us a line. . . ."

SALES MANAGEMENT

Reports Show Many Favor National Sales Executives' Club

(Continued from page 16)

If you think it advisable, I will be glad to call a meeting of the board of directors of the Ft. Worth Sales Managers' Club, to go over the plan, and I am confident that the entire club will endorse whatever action is taken by its directors.

May I add that there are a number of Ft. Worth sales executives who have never passed up a Southwestern Sales Managers' Conference. We have had five of them, and I have not missed a single one. I also had the pleasure of attending the St. Louis Conference in 1934, in the company of Mr. Wollner, of the Panther Oil & Grease Company. I feel that on each occasion my time was well spent, and I believe there are but very few sales executives who do not need the same type of stimulant that they are trying to inject into their salesmen.

As a whole, a national association would be a splendid idea, and SALES MANAGEMENT would render an extremely valuable service in helping organize it.

About the first of the year, the local Chamber of Commerce appropriated a certain amount of money to be spent in inducing new industries to come to our city. At that particular time, I mentioned to the secretary that I would appreciate it if, at their annual meeting, they would mention something about the Ft. Worth Sales Managers' Club and the work it is doing. It is my honest opinion that it is not new industries to be taken away from other cities that we need. Rather if we could broaden the views of sales executives to where the capacity of every Ft. Worth industry would be increased through added sales, more employment would result, with less injury to other cities. I think the same principle applies to better sales management, because we all realize that better selling means more distribution, and that greater sales and greater distribution of merchandise means more prosperity and more employment.

By H. W. BURRITT

Vice-president in Charge of Sales,
Kelvinator Corporation, Detroit

I believe a national organization of sales executives would be valuable and well supported, if it were made a working organization. . . . Where, however, it grows into a social organization, I believe many would not feel they could give time to it.

By HARRISON MATTHEWS
Executive Secretary,
The Sales Managers' Association
of Los Angeles, California

WE are much interested in your proposal of a national sales executives' club. Considerable work pointed toward a national organization of this character was done by us during the year 1929. A national constitution was drawn up and inquiries were sent out to several associations throughout the United States. Many of them indicated interest, but, owing to the depression, the matter was given up. Perhaps the time is now ripe for reviving it. I assure you that we will cooperate in any constructive program

that will promote the profession on a nation-wide scale.

By H. J. TAILLIE
Chairman,

Rochester Sales Managers' Club,
Rochester Chamber of Commerce,
Rochester, New York

THE Executive Committee of the Rochester Sales Managers Club carefully considered the formation of a national affiliation of sales managers' clubs and reached the following conclusions:

1. That there is a place for a national club,
2. That it was believed inadvisable to favor local affiliation with such an

Announcing a Prize Contest

¶ How Did You Use the April 10 Survey of Spending Power?

¶ We are now planning next year's Survey of Spending Power. We wish to make it as practical, as helpful, to our readers as possible. We will be helped if we know how you used this year's issue.

¶ How was this Survey used in your business? What feature did you find most helpful? How might the Survey be improved next year?

¶ Was this Survey used for setting sales quotas? . . . Allocating the advertising appropriation? . . . Checking salesmen's results against potentialities? . . . Defining sales territories? . . . Checking media circulation figures against income and sales? . . . Locating new outlets—etc., etc?

¶ For the best letter on how this year's Survey was used and how it might be improved still further, we offer a \$50 cash prize; \$25 as a second prize; \$10 as a third prize, and three consolation prizes of \$5 each. The contest is open until October 1. The editors of SALES MANAGEMENT will be the judges.

Address entries to Philip Salisbury,
Executive Editor, Sales Management,
420 Lexington Avenue, New York City

Magazine and Radio Expenditures

Special Report Compiled for SALES MANAGEMENT by Advertising Record Company, Chicago

CLASS	Product Classifications	NATIONAL MAGAZINES				NETWORK RADIO BROADCASTING			
		June Monthly Totals		June Cumulative Totals		May Monthly Totals		May Cumulative Totals	
		1935	1934	1935	1934	1935	1934	1935	1934
1—Automotive Industry		\$ 1,609,048	\$ 1,638,845	\$ 6,772,903	\$ 7,000,021	\$ 311,858	\$ 370,946	\$ 1,841,145	\$ 1,649,220
2—Building Materials		251,530	191,227	1,349,787	1,102,737	23,574	31,592	117,838	57,253
3—Cigars, Cigarettes and Tobacco..		591,376	485,648	2,942,651	2,523,648	279,987	309,570	1,536,340	1,881,001
4—Clothing and Dry Goods		392,633	326,085	2,192,854	1,688,391	26,616	30,176	150,433	154,406
5—Confectionery and Soft Drinks...		212,558	177,500	1,190,472	757,991	46,643	77,999	754,404	623,108
6—Drugs and Toilet Goods		2,062,624	2,119,495	12,620,914	11,695,136	1,297,782	1,167,407	7,522,050	5,801,115
7—Financial and Insurance		309,897	240,860	1,614,767	1,243,927	24,574	58,643	202,238	307,515
8—Foods and Food Beverages		1,551,812	1,568,463	9,113,924	9,767,847	1,139,352	977,530	6,038,862	5,067,369
9—Garden and Field		39,599	40,848	455,752	361,333	Nothing	1,041	21,200	28,481
10—House Furniture & Furnishings..		777,027	780,025	4,112,010	3,629,340	66,981	50,196	329,908	277,915
11—Jewelry and Silverware		192,020	235,738	587,995	620,307	4,368	Nothing	21,178	11,773
12—Lubricants & Petroleum Products.		327,643	302,942	1,235,447	1,056,361	272,280	242,539	1,353,545	1,254,333
13—Mach., Farm Equip. & Mech. Supp.		73,208	38,678	384,509	194,810	Nothing	Nothing	8,494	15,040
14—Office Equipment		125,334	99,286	652,627	510,125	Nothing	7,004	52,719	133,856
15—Paints and Hardware		142,707	134,829	564,898	642,959	29,020	20,139	109,438	106,592
16—Radios, Phonographs & Mus. Instr.		91,734	85,112	548,597	507,476	82,583	35,742	460,131	211,673
17—Schools & Correspondence Courses		139,486	132,518	799,739	684,893	6,023	Nothing	14,213	Nothing
18—Shoes and Leather Goods		221,178	222,374	848,182	746,456	Nothing	Nothing	47,449	Nothing
19—Soaps and Housekeepers' Supplies		672,170	643,113	3,475,220	3,507,510	293,331	213,397	1,101,152	880,781
20—Sporting Goods		256,139	223,398	790,055	693,279	Nothing	Nothing	Nothing	Nothing
21—Stationery and Publishers		183,462	136,699	995,295	896,619	22,880	35,414	197,794	110,701
22—Travel and Hotels		451,056	417,774	2,336,045	2,147,703	11,865	30,677	41,638	64,293
23—Wines, Beer and Liquors		338,209	298,656	1,740,827	1,176,195	25,647	64,177	132,675	198,610
24—Miscellaneous		267,223	281,787	1,823,779	1,530,320	15,604	6,871	145,475	71,385
		\$11,279,673	\$10,821,900	\$59,149,249	\$54,685,384	\$3,978,968	\$3,731,060	\$22,200,319	\$18,906,420

Note—The National Magazines checked total 77 publications, 11 weeklies and semi-monthlies, and 66 monthlies. The monthly totals on national magazines are based on June issues for the monthlies, but including *Vogue*. The other weeklies and semi-monthlies are May publications. All figures are based on the one-time or single insertion rate.

Note—The Network Radio Broadcasting figures cover all national or chain broadcasting carried over the networks of the National Broadcasting Company and Columbia Broadcasting System. The figures cover facilities only and do not include talent.

organization, although the RSMC would like to hear more regarding the progress made in forming the national group.

By CARL WOLLNER
President,

Panther Oil & Grease Mfg. Co.,
Fort Worth, Texas

THE idea of a national sales executives' club appeals to me very, very much. We have talked about it on numerous occasions, but like the weather of Mark Twain's famous story, nothing has ever been done about it. I would favor a national conference once or twice a year. May I make a suggestion in this connection? If a national group were organized, why wouldn't it be a good idea to let each local sales managers' or executives' club name two of its outstanding members for initial membership on the first board of the national organization? If something like that isn't done, I'm afraid organization will be a slow process.

I happened to have had the privilege of attending one of the St. Louis Sales Executives' conferences a year or two ago. It was a good meeting, but I don't think any conference I ever attended anywhere on any subject ever equaled those Southwestern Sales Managers' conferences we have held

down here in Fort Worth and Dallas during the last five years. We get down to brass tacks on sales management, and I dare any man who is interested in it to attend one of those conferences and not carry away with him some tangible result of his attendance. That, after all, is the proof of the pudding, isn't it?

Please don't hesitate to call on me for anything I can do to help in this movement of forming a national sales executives' organization.

By W. A. BRYAN
President

Sales Managers' Bureau, St. Louis
Chamber of Commerce, St. Louis

I have been in correspondence with several of the sales managers' clubs throughout the country trying to promote the very same idea that you are now taking up with the entire list.

I am mighty glad to see you take that step. I highly endorse such a program, and want to assure you that I will do everything I can successfully to promote a plan for a national organization.

Last week Mr. W. V. Ballew was our speaker at the Sales Managers' Club in St. Louis, and while he was here I had a long discussion with him. He has assured me that the Sales Managers' Clubs of Oklahoma City, Tulsa,

Fort Worth and Dallas, highly approve the plan. Without a doubt there is a distinct need for a national organization.

I believe we should have a national organization with a national secretary through whom each club could pass on suggestions and recommendations to all other clubs in the country, as well as information on their method of operation, their accomplishments, their work, possible speakers, program suggestions, etc.

There is no reason why we couldn't have a national convention each year supplemented by regional conventions. I am quite positive that our club would be willing to pay a part of such a program.

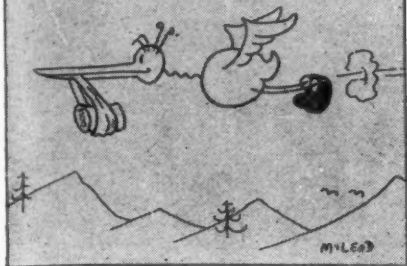
We Acknowledge . . .

SALES MANAGEMENT has received so much mail concerning the proposed national association of sales executives that it has been impossible to acknowledge each letter promptly. The editors hasten to say every comment is sincerely appreciated. We shall welcome more letters about any phase of the national group idea.

—THE EDITORS.

Talking Points

IT'S A BLESSED EVENT ----- WHEN YOU DISCOVER THE REAL ECONOMY OF PURE UNSWEETENED DOLE HAWAIIAN PINEAPPLE JUICE



Snickers make sales.

Pineapple juice vendors seem agreed that the cartoonist's pencil is mightier than the copy man's typewriter. DOLE relies almost exclusively on a drawing to create giggles and gulpers of its unsweetened juice; LIBBY puts balloons of conversation in the mouths of a group of caricatures and adds a mere postscript on the virtues of esters and vitamins. Both believe in saying it flippantly.



Libby's little drama frisks too.

ELIZABETH ARDEN realizes that even rough, tough he-men turn into boiled lobsters under Old Sol's fiery rays. "Your wife's no goose, why be a gander, playing you're a salamander?" she inquires, adding, "Even the lifeguard, husky, hardened, reports for

duty very well Ardened." Sun-Pruf cream, that "prevents a burn or even a tan if you choose"; suntan oil and Eight Hour cream that "takes the woe out of a painful burn" are thus called to the attention of *Esquire's* readers. Bashful males don't need to "come in person. Just telephone any department store."

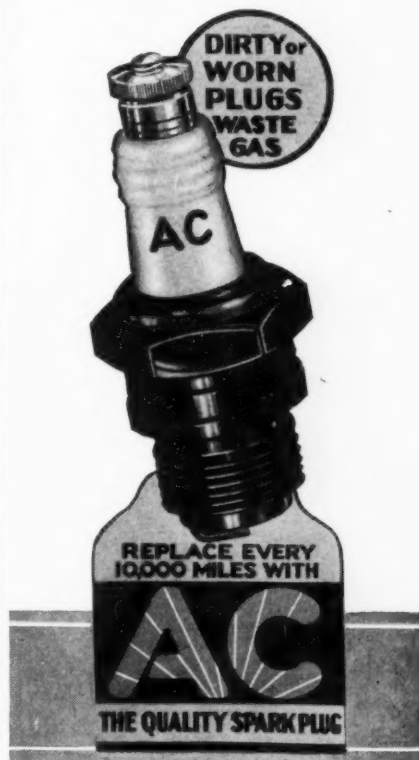
KALENE "is not just *one* kind of cleaner trying to remove *all* kinds of spots—it's four safe cleaners." Number 1 of the set is a powder for fresh spots; No. 2 is for paint, oil, tar, etc.; No. 3 is for fruit, coffee or berry stains; No. 4 is for perspiration marks. "Where nature of spot is unknown, use all four varieties of Kalene in order—spot will disappear." It's a logical argument that "different spots need different cleaners—no one cleaner can remove them all."

PARKO, Park Chemical Company, Detroit, makes a money-back guarantee that's just a teeny bit different: "If you don't say, after polishing your car with Parko, that it does the best job of any polish you've ever used, return the unused portion and we'll mail you a pint of any other polish you name."

BRISTOL-MYERS' Mum urges bashful people to "be an unknown friend to some girl who needs advice. It isn't an easy thing to tell a woman that she is the victim of underarm perspiration odor. Perhaps it isn't even wise to try. But ask us to send her a dainty little package, free, and a folder of facts. . . . Write her name (not yours) on the coupon. Some day she will want to thank her unknown friend."

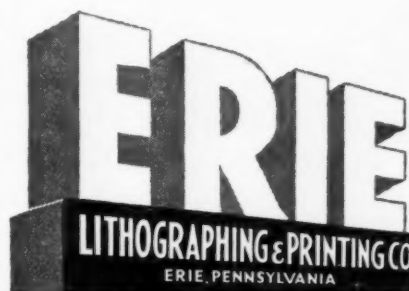
POMPEIAN COMPANY steals some of Consumers' Research's thunder: "Two years ago we got so fed up on the hokum in cosmetic advertising and the careless use of chemicals in cosmetics that we closed our laboratories for the time, and concentrated the entire energies of the Pompeian scientific staff on trying to do what cosmetic chemists said couldn't be done—make a PURE, free-from-harmful-chemicals line of beauty preparations. . . . We found in many powders Zinc Oxide which dries the skin. . . . Orris Root and Starch which clog the pores. . . . Bismuth or lead salts which can poison the tissues." But now "all Pompeian preparations are free of ruinous chemicals that eventually cause Dermersion (erosion of the skin from the use of chemicals)." Do we hear long drawn rah-rah-rahs from the CR cheering section at this statement that many cosmetics are No Better Than They Should Be?

Is ERIE "plugging" for your product?



An attractive window or counter display will remind them of your product at the one point where they can buy it.

ERIE can help you follow through to the point of sale. What is YOUR problem? Why not put it up to us?



Some Star Salesmen I Have Known

(Continued from page 15)

make a better showing than another salesman who handles only small accounts. However, one of the greatest salesmen I have ever known, on the basis of getting a large percentage of the business in his line from a territory of small accounts was A. F. Bond, who traveled in Southeastern Missouri for a hardware jobbing house.

Comparatively speaking, the larger part of Bond's business was with small dealers and the volume of business that he secured year after year from this territory of small dealers was nothing short of miraculous. Bond was a very handsome man about six feet four inches tall. He was a heavy man, but moved quickly notwithstanding his weight. He wrote rapidly. He was fully posted on his line of goods and had numbers, sizes and prices at his finger tips. I have watched him take orders and he could get an order down more quickly than any man I have ever known. He was not a story teller and wasted no time in superfluous conversation. He had trained his customers to get busy buying just as soon as he entered their stores. Of course he

was a night-and-day worker. He answered letters from the house by writing on the back of the letter in pencil. His answers were always brief and to the point. He probably wrote up more pages of orders than any salesman in the house.

On one occasion one of his customers was chatting with me in my office. Bond stepped in, briefly greeted the customer and then remarked, "Let's get up to the sample room and get busy. Why waste your time here." That was Bond. With him every minute counted. Still, strange to say, he was not fussy and never impressed one with the idea that he was in a hurry. He worked rapidly, but smoothly.

He very seldom took a vacation, but on one occasion there was a great prizefight out West, somewhere in Idaho or Nevada, which Bond decided to attend. He told no one where he was going, not even his wife. He returned home after a few days, and one evening a week later took his wife to the movies. Among the news events was a movie of the prize fight, and im-

agine his wife's surprise (and his) to see her husband on the screen in one of the ringside seats. Explanations were in order, and he had to do some tall explaining!

Poor Bond has passed on. To my mind, considering his opportunities, he was one of the greatest salesmen I have ever known. He never argued. He never talked politics. To him time was valuable, and not to be wasted.

H. M. Finch of Austin, Texas, represented one jobbing hardware house in one territory for fifty years. Finch was the pioneer type. His language was sometimes exceedingly lurid, but he was a very hard worker and wrote a beautiful hand. Every number, size and price was there, and all correctly entered. It was a joy to stock clerks to fill Finch's orders. He was very much respected by his trade, and I never heard of his losing an account through any fault of his. If there were any differences with a customer, it was only necessary to refer the correspondence to Finch and everything was promptly and satisfactorily straightened out. He also kept his business in clean-cut shape. There were no loose ends. He answered letters promptly and efficiently.

He Sold His Worst Enemy!

Percy Preston, of Texas, was another good salesman, but he was peculiar in one respect. He either sold a dealer practically all of his goods, or he didn't sell him any. Preston never wasted time on those dealers who bought from every Tom, Dick and Harry. In all the "work ups" of salesmen's accounts that I have gone over I don't remember any in which the size of the accounts averaged more than those of P. D. Preston.

Charlie Kiger was a star drug salesman. He had first been trained in a retail drug store, then traveled for a jobbing drug house, and later became vice-president and sales manager of a drug manufacturing firm. In his case we find the same characteristics. He knew his line thoroughly. He carried information about the line and prices in his head. It was seldom necessary for him to refer to a catalog. Beyond that he was straight as a string, and commanded the respect and confidence of his customers and house.

His concern had been selling direct to the retail trade. There were a number of jobbers who were keen competitors and Kiger's house decided to eliminate retail trade, go into manufacturing and sell jobbers exclusively. But they were up against a curious situation. It was necessary to go to these former competitors and seek their business on the manufactured lines.

A Man—

with a Plan

for getting maximum sales volume

Invites a Challenge

There is a man who knows every step in a creative selling organization because he's taken every step from salesman "on the firing-line" to assistant general sales manager (including director of sales education and export manager) with one of America's outstanding organizations of over two thousand specialty selling men. He knows the problems of creative selling and how to meet them. If you don't need him you may want to refer this to some one who does.

He understands the vital importance of properly hiring, training and supervising specialty salesmen so thoroughly he's written a training course on the subject that's been adopted by three out of four general sales managers who've read it.

He knows how to prepare sales training and demonstration manuals, correspondence courses and sales bulletins; how to conduct sales schools, conventions, campaigns and contests; how to prepare quotas, forecasts, budgets, etc.

This man, old enough to use mature judgment but young enough to set a hard pace, wants a job building a sales organization for some new home or business specialty to be sold direct or through distributors, or rebuilding one that needs reviving. Capable of assuming complete charge or would consider a place "below the top" if the opportunity is sufficiently attractive.

Character and references A-1.

Inquiries will be treated with strictest confidence.

Box 432, SALES MANAGEMENT,
420 Lexington Ave., New York City

One wholesale druggist was reported to have no use whatever for Kiger's concern—to express it mildly. One day Kiger was told to call on this druggist and sell him the entire line. He thought it was an impossible assignment. However, the head of his house had a lot of confidence in Kiger's ability and insisted that he go to see these people. He finally went, and was away from the office several days. When he returned he had the account. The experience surprised him, and gave him more confidence in himself. He never again had trouble in getting an account. Moral—"Don't handicap yourself by your own preconceived ideas."

Like every good salesman, Kiger had a certain "it." I can't describe it, but I have never seen a great salesman without it.

We had an Irishman named Keogh working at our express desk. This was one of the hardest jobs in the house. Express orders had to go out the night they were received. Keogh had a funny walk. One foot seemed to take a longer step than the other. I called him "the side wheeler." But it was a very rapid walk. He could cover space on the floor and get up and down ladders in a jiffy.

One day he came to me and said, "I can never make any money on this express job. I want to be a salesman. You bet I can sell." I looked at him and laughed. The idea of Jimmy Keogh being a salesman was funny to me.

Laughing His Way to Success

However, in a few days Wheelock, of New Mexico, wrote and asked for an assistant to beat the brush in that territory. New Mexico was developing, and Wheelock did not have time to sell goods in the smaller towns. "Send me a helper," he wrote. I remembered Keogh and thought possibly he might do well in the mesquite and mesas of New Mexico. I sent him out. I shall never forget Wheelock's letter after Jimmy had arrived. "What in the world have I done to you that you should send me an assistant like this?"

But Jimmy stuck. He didn't mind the dust or the cactus. He thrived on the alkali water. His orders rolled in, and his letters about his experiences in New Mexico were a delight. He told about the native girls and the native dances. "Sure," he wrote in one letter, "they don't wear any corsets out here. When you put your arm around them it's like handling a sack of oats." But Keogh knew how to work and how to laugh. The trade laughed at him at first, but afterwards

they laughed with him, and strange to say, it was not long before he was selling more goods than Wheelock.

Keogh afterwards went into the hardware business on his own account, and today is the head of a large hardware business in New Mexico and has several husky sons working with him. My "side wheeler" made good.

In Indiana we had a good salesman named Wise, whom everybody loved. He contracted tuberculosis, and came back to the house to resign. I advised him, "Why not go out to Colorado and take that territory. The climate out there will just suit you. You can take your time traveling, and when you don't feel like traveling, just don't. It will be all right with us." So he went to Colorado, his health improved, and in the course of two or three years he had built up a very large business. He did his work and traveling in a leisurely fashion, and all the trade out there were fond of him. For a number of years he was always among our top-notch salesmen. But finally he succumbed to his malady. When John Wise died a great salesman went over the Divide.

Then there is Houston Dudley of Nashville, Tennessee. Houston's hair is now white, but in his day he was a

great salesman. It is quite a long story and I have told it several times before, so I won't go into details. A hardware dealer from Mississippi came to St. Louis to buy a hundred thousand dollar stock of hardware. Yes, I said one hundred thousand dollars! Houston came from Nashville to try to get this order, and worked on the buyer at night, the buyer being with us during the day. At night, too, Dudley entertained the ladies in the buyer's party. Finally he took the buyer back to Nashville with him and sold the account. It was probably one of the largest single hardware orders ever placed with a jobbing house. Houston's exploit illustrated the point that if there are ladies in the party it is a good idea not to overlook them. We in St. Louis overlooked the ladies. Houston didn't.

Again: If you work with a visiting dealer during the day, it's a good idea to see what he is doing in the evenings.

Keeping Cool with Calvert

Calvert-Maryland Distilling Company advises brow-moppers that "Whiskey causes a lowering of the temperature of the body. . . . In tropical Chile, whiskey is a 30-to-1 favorite. Moral: Clear heads cool off with Calvert." The theme will be played during hot weather.

CHICAGO A WISE VACATION CHOICE

A vacation in Chicago will afford you complete relaxation, diversion and amusement. Cool Lake Michigan cruises! World-famed Art Institute, Field Museum, Shedd Aquarium, Adler Planetarium—all within walking distance of The Stevens—the perfect vacation hotel! Here are air-cooled dining rooms—roof promenade—roof sun bathing—children's Fairyland—everything for pleasure and comfort. Special weekly rates. Write for details.

STEVENS

WORLD'S LARGEST HOTEL

Single rooms with bath from 3.00—Double rooms with bath from 4.50

1400 ROOMS
with BATH, RADIO
\$2.50
from **2** single
AND \$3.50 DOUBLE

Whether you come to New York for business or pleasure, you'll find the Lincoln, one of Gotham's largest and newest hotels, offers you superior accommodations for your hotel dollar in New York.

- One block to Times Square... 3 blocks to 5th Avenue... 8 minutes to Wall Street... 69 theatres within 6 blocks.
- 32 stories of sunshine... three fine restaurants to choose from

NEW YORK'S 4 STAR HOTEL

Hotel
LINCOLN
44th to 45th Sts. at 8th Avenue
NEW YORK

Low Cost Weekends

INCLUDING GOLF

at *Delightful Mountain Hotel*
only 81 miles from New York

ENJOY glorious week-ends under reduced-rate, all-expense plans at charming CRAGSMOOR INN on the crest of the Shawangunks. Inn, Annexes and Cottages surrounded by fine golf course and large estate. Many attractions. Wonderful table. No hay fever, dust, mosquitoes. Cool, restful nights. Elevation 1,900 ft. Ideal motor trip from N. Y., via State Routes 9 and 52, or take N. Y., O. & W. to Ellenville.

These plans make it easy to "discover Cragsmoor"

ALL-EXPENSE PLANS

- | | |
|-----------------------------------------|-------------|
| 1. 1 person; running water; golf | \$11 |
| 2. 1 person; bath; golf | \$13 |
| 3. 2 persons; running water; golf | \$20 |
| 4. 2 persons; bath; golf | \$24 |

Arrival Friday night;
Departure Sun. afternoon.

Also Moderate Weekly Rates

WRITE, WIRE OR PHONE

CRAGSMOOR INN

Cragsmoor, Ulster Co., N. Y.
Ellenville 63-J—Mrs. E. S. Compton, Mgr.

Out-Moded Territories —Are They Robbing You of More Profits?

(Continued from page 24)

what is happening all over our territory."

Victor Adding Machine Company lays territories out by road maps and includes, in each, towns easily accessible from the key town by auto. For salesmen or franchise dealers, territory does not extend beyond an area that can be reached, worked and returned from in one day. For divisional supervisors, except for the most distant parts of a division, men are enabled to come in every week-end.

B. T. Babbitt, Inc., lays out territories by counties; some retail men have many counties; some counties have several men, depending upon the potential in the market. Five divisional sales managers are in charge of Metropolitan New York, East, South, West, and Far West sections. Under these men are district managers in the principal cities. Salesmen who cover retailers and jobbers report to district managers. They are supposed to cover their areas completely every three months, or four times a year—district managers plan their routes.

About half the companies contributing to this "round table" follow the practice of routing salesmen according to schedules laid out by the home office. And about half ask their men to plan their own routes. In the former case, however, all with the exception of two consult the salesman himself in planning travel schedules.

For the sales executive who wishes to assemble information which will help him to set up a new series of sales territories, or check existing territories, SALES MANAGEMENT lists three important studies:

1. "Atlas of Wholesale Grocery Territories," Domestic Commerce Series No. 7. Sold by the Superintendent of Documents, Washington, D. C. \$1.75 Net.
2. SALES MANAGEMENT 1935 Index of Spendable Money Income, published by Sales Management, Inc., 420 Lexington Avenue, New York. Data on retail sales, automobile sales, spendable money income, etc. \$1.00.
3. International Magazine Company's "The Trading Area System of Sales Control." Definition of trading areas, rail and auto routes for salesmen in twenty areas of equal sales potentiality. Not for general distribution. For information, write to L. J. McCarthy, International Magazine Company, 57th Street and 8th Avenue, New York City.

In an explanation made before a group of Chicago sales executives, of the theory and method behind the

third study listed—"The Trading Area System of Sales Control," Mr. McCarthy listed these six basic principles concerning markets which well explain why trading areas, rather than county or state units, should form the logical basis for any sales territory plan:

1. Sales possibilities are greatest wherever people are concentrated into communities.
2. Where sales possibilities are greatest, sales energy operates at its lowest cost.
3. Sales possibilities can best be measured by:
 - a. The facility to purchase, i.e., proximity to retail stores and frequency of contact.
 - b. Environment, i.e., conditions determining standards of living which promote the desire to possess and the impulse to buy.
 - c. Ability to buy.
4. Community life fosters in greatest degree these three elements that make for the most responsive market.
5. Selling costs and distribution wastes can be reduced by cultivation of key markets to their limit, in an orderly plan of selective marketing, before extending operations to new and more remote markets.
6. Therefore, where in greatest proportion the facilities for convenient purchase exist and where the environment presents conditions increasing the impulse to buy, and where an adequate purchasing power exists, we have found where to concentrate the greatest selling effort at the least relative selling cost.

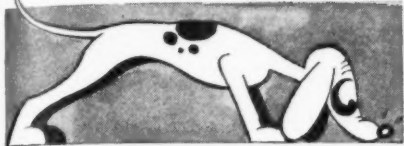
Joint Campaign Boosts Modernizing of Stores

A nation-wide, intensive selling campaign to modernize stores—particularly store fronts and store lighting—is now covering the country through the joint activity of Westinghouse Electric & Manufacturing Company and the Pittsburgh Plate Glass Company. The joint campaign is to stimulate store owners to modernize with government-secured loans up to \$50,000, permitted under the new ruling of the Federal Housing Administration.

Using four sound slide films, produced for the campaign by World Broadcasting Company, the branch offices of Westinghouse and Pittsburgh, working with local electric utilities, will hold merchant meetings everywhere. The films tell the story of what can be done with good lighting, good paint and good store fronts to improve retail business.

SALES MANAGEMENT

T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

Spotlight on Billion Dollar Market of Northwest

Judging by the list of some 636 accounts who, in 1934, used the 43 newspapers in the Northwest Daily Press Association, most national advertisers are aware of the buying power of this billion dollar market. The handbook of the Association, however, is noted here on the chance that some marketing executives may not have received it and been exposed to the merits of its argument. In short, it presents condensed market facts and newspaper circulation data on the 43 cities in North Dakota, South Dakota, Minnesota, Iowa, Wisconsin and Michigan which are the marketing centers for 262 counties outside the metropolitan retail trade areas of the states concerned. By showing the circulations alike of the leading metropolitan newspapers and of the leading general magazines in these areas, in contrast with the intensive circulation coverage available through the 43 selected local dailies, an invitation is extended to the advertiser to contemplate just how important this area should be to him, and what means of advertising stimulation should accomplish the most productive sales results. In the 116 pages of this study are itemized for each city its general characteristics, population, indices of buying power, principal industries, and wholesale and retail outlets; also newspaper circulation data. For a copy, write R. R. Ring, Executive Director, Northwest Daily Press Association, Minneapolis, Minnesota.

Profitable Facts About the Providence Market

Within the borders of Rhode Island, the most densely populated of all states, nearly 700,000 people live in 39 incorporated cities and towns of which Providence is the dominant city and market center. Seven-eighths of the state population lives within fifteen miles of the Providence city hall. The statistics of this population, its racial elements, occupations, homes, earnings, and expenditures for essentials and amusements, places of purchase, are given in detail in

this factual reference book, "Profitable Facts About the Providence Market," published by the Providence Journal-Bulletin. In addition to population data, assembled from several volumes issued by the Bureau of the Census, are tables of monthly business figures which provide a basis for determining the trend of business, based on check transactions, department store sales, payrolls and employment, new car sales, cotton consumption, building contracts, etc. Remarkably complete, indexed, 44 pages. Write F. B. Hurd, Providence Journal-Bulletin, Providence, Rhode Island.

WFIL Maps 1,000,000 Radio Homes for Broadcasters

When, in January of this year, radio stations WFI and WLIT merged, in Philadelphia, to form station WFIL (NBC blue outlet), work was commenced on a field intensity survey to plot the exact area served by the 1,000 watt transmitter. The results of this survey, made in the field by Paul F. Godley, are now available to advertisers in a highly condensed booklet titled "WFIL." Three areas are mapped—the city, suburban and rural service. The maximum or 0.5 millivolt area comprises a total population of 5,081,614, with some 940,000 radio receivers, and covering all or parts of nine counties in Pennsylvania, five counties in Maryland, seventeen counties in New Jersey, and three counties in Delaware. Spendable money income in this area is \$792, as compared with the U. S. average of \$495. A great deal more could have been said about the method, the labor involved, etc.—and the beauty of this published report is its elimination of all but the essentials and results. It is not an advertising testimonial but a market study, and as such it will prove valuable to marketing executives interested in radio and this particular radio market. For a copy, write Jack Stewart, General Sales Manager, WFIL Broadcasting Company, Philadelphia.

37 Ways to Get More Sales

A booklet has been prepared by the Autopoint Company to refresh your memory on the numerous ways in which a specific premium can be used to produce definite sales results. Among the 37 plans—based on experiences of several thousand firms—are included: "Dated appointment" plan for salesmen; inactive account reviver; new account good will; turning inquiries into sales; reaching the man at the top; reaching

the buyer who is out; announcing and clinching new addresses—and many others. Write for "Sales Strategy," addressing A. N. Cahill, the Autopoint Company, Chicago.

The National Marketing Review, Vol. 1, No. 1 of the official organ of the National Association of Marketing Teachers, has just been published. In addition to abstracts of papers presented at the 1934 annual meeting of the association, articles include studies on "The Industrial Buyer," "Changes in Wholesaling since 1929," "The Marketing of Services" and others of interest to sales executives. Available through Nathaniel H. Engle, 4000 Cathedral Avenue, Washington, D. C.

"Should Sales Headquarters Be Located at the factory or in a central office district?" is the subject of a recent survey based on the experiences of 14 individual companies. Advantages and disadvantages of both locations enumerated, although number reporting does not permit drawing general conclusions. Available through Policyholders Service Bureau, Metropolitan Life Insurance Company, 1 Madison Avenue, New York City.

Vision, a house organ of superior typographical design, should be of interest to executives concerned with packaging and display. May issue describes packaging or Lady Pepperell sheets, Case-Moody pies and cakes, Schenley Clic cocktails, Cold Packing Company meat loaf, and others. Especially concerned with Cellophane wrappers, made by Shellmar Products Company, 224 South Michigan Avenue, Chicago, who publish the house organ.

Brand Preference Survey, Kansas City, Kansas, showing brands preferred in 1,000 homes for years 1930, 1931, 1932, 1933 and 1934. Survey conducted by Parent-Teacher Association for the Kansas City *Kansan*. Products covered: Cigarettes cigars, pipe tobacco, razor blades, shaving cream and soap, bacon, baking powder, bread and 18 other items of household use. Interesting shifts from year to year clearly shown. Write Knowlton Parker, The Kansas City *Kansan*, Kansas City, Kansas.

Functions of the Controller, as revealed through industrial, mercantile and commercial organizations to the Policyholders Service Bureau, Metropolitan Life Insurance Company, 1 Madison Avenue, New York City.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order.

EXECUTIVES WANTED

FROM COAST TO COAST

Confidential Service Bureau for Executives and Professional Men. High Salaried Men wishing to improve or seeking employment. Moderate fee to be paid to finance Direct Mail Campaign. Refund provided for. Send name and address to R. H. Bar and Co., Dept. H., Book Bldg., Detroit, Michigan.

SALARIED POSITIONS \$2,500 to \$26,000. This thoroughly organized advertising service of

25 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

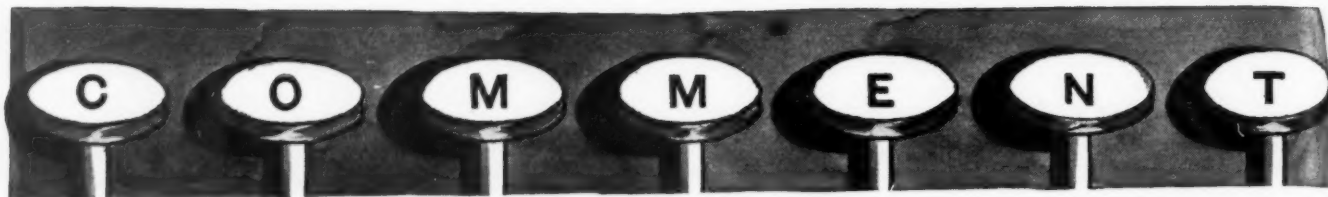
HAYFEVER

ASTHMA and SUMMER COLDS are unnecessary. Complete relief only \$1.00 Postpaid. Nothing else to buy. Over 40,000 HOLFORD'S WONDER INHALETS sold last year alone. Mail \$1.00 today for full season's relief to THE DANDEE CO., 252 HENNEPIN AVENUE, MINNEAPOLIS, MINNESOTA, or write for Free Booklet.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA
CALGARY
EDMONTON
VANCOUVER



PRICE MAINTENANCE LEGISLATION GROWS: A development which merits close attention on the part of sales executives is the current trend towards state adoption of laws which aim to permit manufacturers to control the retail resale prices of their products. Quite a number of states, including the very important state of New York, have already adopted such laws. Other states are planning to follow suit. . . . It is too early to base permanent conclusions on actual experience. Nevertheless, information of a significant character is becoming available at an accelerated speed and in multiplied quantity. . . . Under NRA the aim was to compel manufacturers and retailers as complete industries to adopt more or less rigid uniform prices for specific types of products. Standardized prices in the paper industry are a good example. Under the state type of resale price maintenance laws, the aim is to give the manufacturer the right to standardize retail prices in considerable degree for his own product, but to give him absolutely no control over the prices and price control of his competition. . . . Possibly industry as a whole will find it advisable to encourage adoption of price maintenance legislation in all the states as quickly and on as uniform a basis as may prove possible. . . . Certainly, however, this whole movement demands serious consideration on the part of American business. Undoubtedly, too, the future of nationally advertised brands and of the quantity and effectiveness of national advertising are very much involved in this trend.

THE NEW CHALLENGE TO HONESTY: For a long time past many government officials have openly challenged the honesty of private business, and have worked both openly and behind closed doors towards such ends as the reforming of business, the prosecution of dishonesty in business, increasing governmental control over business and the fostering of programs which involve either direct competition with private business or outright government ownership of private business. . . . On the other side of the fence many business men have challenged the honesty of politicians serving in the national, state and local governments. Most business men do not claim that dishonesty is peculiar to the politicians of any one party. But because of the pressure for moral improvement in business by the present Administration, they have become increasingly vehement about corruption and wrongdoing under political set-ups. . . . Business is now faced with a new, important challenge to its integrity. If it does not demonstrate in the actual record its ability for self-regulation, it must expect invasion of government into business on an increasing scale. Since the NRA decision, re-

ports are flowing into SALES MANAGEMENT indicating that many employers are not practicing in good faith what they preach; nor are they living up to the terms of the provisions of the so-called voluntary agreements which are receiving wide publicity in the public press. . . . Indicative of what we have in mind are such occurrences as (1) the cutting of wages and increasing of hours by a certain large employer who, being afraid to face public opinion, has *instructed* his employees to report that there have been no changes, and, (2) a manufacturer employing women, who has increased the hours of work without any increase in pay, thereby, as actual investigation shows, causing his employees not only to lament (as they put it) "President Roosevelt losing the NRA decision" but also to line up their vote solidly behind substitute legislation for NRA. . . . Private business must prove its ability to run itself in an honorable and decent manner, and to avoid, actually, and not in theory, the demoralizing policies and practices which were in part responsible for the advent of depression and its protracted stay.

WILL TAX PROGRAM PRECIPITATE BOOM?

As we go to press, tentative scales of rates for Roosevelt's proposed new levies on inheritances, individual and corporate incomes, appear in the press. One point about this proposal which may not be readily apparent is the possibility that taxation, which is the equivalent of the excess profit taxes which prevailed during the war period, may cause an enormous amount of money to be spent for new production facilities, wider selling programs, more advertising, and especially for investment in new business. The possibilities in this direction may indeed be great and the record of war times and the years immediately following indicates that it is not wholly theoretical to predict that a boom may grow out of such a tax policy. Those who lived in that period, with its excess profits taxes, well remember how both individuals and corporations decided to spend money rather than turn it over to the government. . . . If an individual thinks that through income or inheritance taxes he or his estate would be deprived of half or more of the dollars involved, he would feel that through speculative investment he might be able to double or quadruple his income or estate and, thereby, offset the net effect of high taxes. Also there may be considerable tendency to split up very large incomes and property holdings with the result that more people will be spending money in more directions and fewer people and companies holding capital comparatively idle in banks or in a static investment status.

Ray Bill

Jeremiah B. Spillane

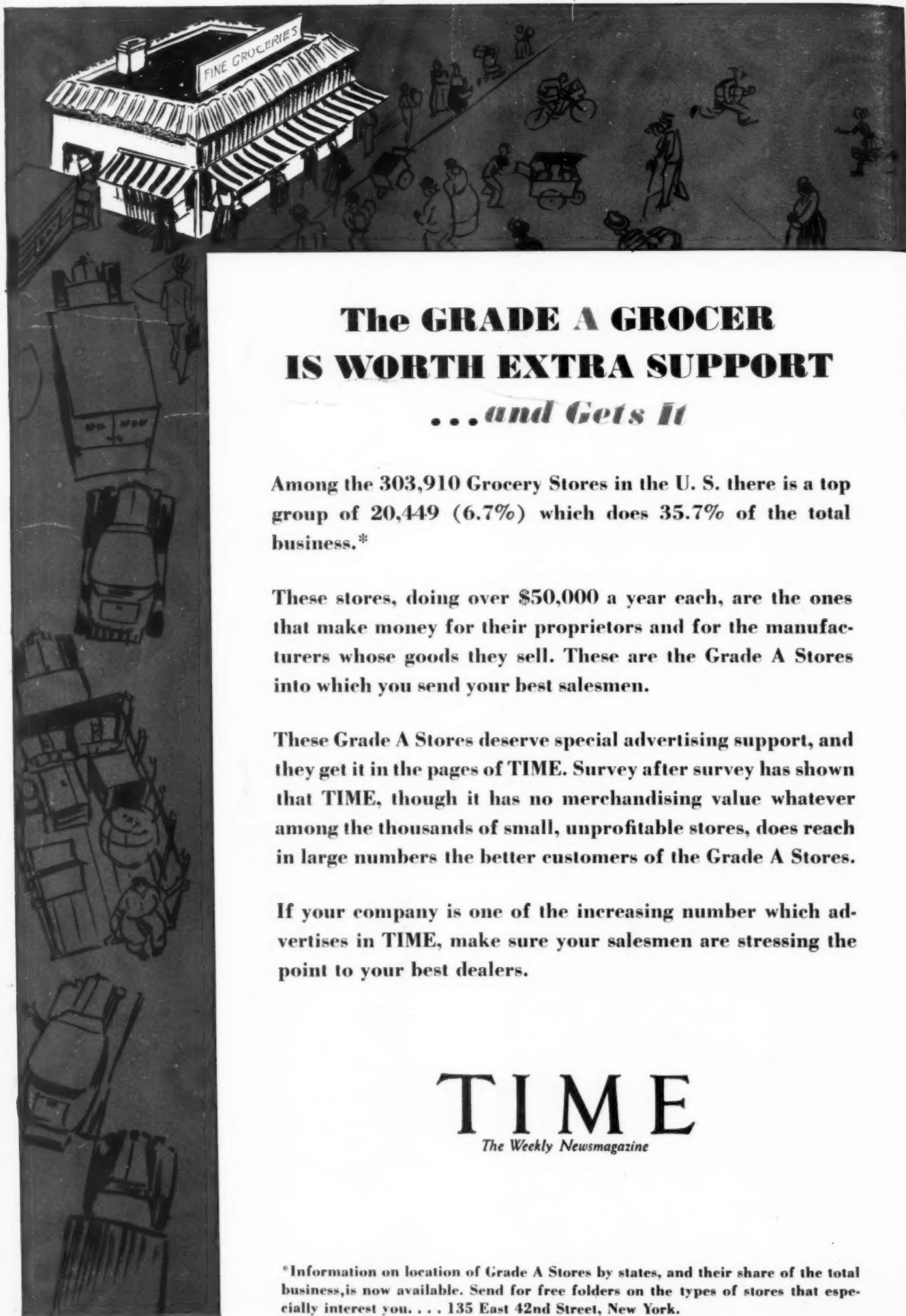
JEREMIAH B. SPILLANE, Senior Vice-President and Director of Bill Brothers Publishing Corporation, parent company of Sales Management, Inc., died on June 13, 1935.

For more than forty-five years he had been associated with the publishing business of the Bill family.

Always retiring by nature, he was little known in the sales management field, preferring that the younger men should be brought to the front, but as Chairman of the Editorial Board of all Bill Brothers' publications, his keen ability and excellent judgment have been reflected in Sales Management.

The officers and staff of the whole organization, as well as the staff of Sales Management, join with us in deep sorrow at his passing. His warm, affectionate personality and his splendid counsel will never be forgotten by any of us.

RAYMOND BILL
EDWARD LYMAN BILL



The GRADE A GROCER IS WORTH EXTRA SUPPORT ...and Gets It

Among the 303,910 Grocery Stores in the U. S. there is a top group of 20,449 (6.7%) which does 35.7% of the total business.*

These stores, doing over \$50,000 a year each, are the ones that make money for their proprietors and for the manufacturers whose goods they sell. These are the Grade A Stores into which you send your best salesmen.

These Grade A Stores deserve special advertising support, and they get it in the pages of *TIME*. Survey after survey has shown that *TIME*, though it has no merchandising value whatever among the thousands of small, unprofitable stores, does reach in large numbers the better customers of the Grade A Stores.

If your company is one of the increasing number which advertises in *TIME*, make sure your salesmen are stressing the point to your best dealers.

TIME

The Weekly Newsmagazine

*Information on location of Grade A Stores by states, and their share of the total business, is now available. Send for free folders on the types of stores that especially interest you. . . . 135 East 42nd Street, New York.